



sustainability report  
2014-15

better  
zer  
than one

A stylized black outline icon of a hard hat, positioned to the right of the word "zer" and above the words "than one".

Sustainability has added a whole new paradigm to the world of business. Business as usual is no more business as usual. Business goals have evolved. Those who desire to achieve these new goals need to pursue new paths. At UltraTech, our operating philosophy for sustainability blends the depth of proverbial wisdom with the dynamism of contemporary demands. Proverbs have been pithy carriers of wisdom distilled over the years. But in this new order of sustainability, they need to be reinterpreted so as to keep them relevant.

The theme of our report this year,

## **‘better zero than one’**,

enunciates that while we are proud to be a market leader in our sector, what gives us more joy and will always be a key focus area for us is that our safety record for the year shows zero fatalities. Zero Fatality is not a destination for us; it is another milestone in our continuous journey towards safety excellence.



economic performance

**numbers speak louder than words**



corporate governance

**disclosure is the best policy**



product performance

**you are never too old to unlearn**



environmental performance

**preservation is better than cure**



safety performance

**better zero than one**



people performance

**a company is known by the employees it keeps**



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## Message from the Chairman

AS WE VOYAGE INTO A SENSATIONAL FUTURE, WE MUST FIND IT WITHIN OURSELVES TO LOOK BEYOND OURSELVES. IT IS THE RESPONSIBILITY OF EVERY GENERATION TO LEAVE BEHIND A SAFER, SUPERIOR, MORE ENLIGHTENED WORLD THAN THE ONE THAT THEY INHERIT.



When future generations look back upon us, they must credit us for being an organisation that actually foresaw the future and helped give the world a better tomorrow.

The major attributes of our operations at UltraTech and its ongoing journey of success revolve around people, environment, safety and inclusive growth. Few organisations can boast of the calibre of people as we have at UltraTech. Environment practices far beyond compliance have been an integral part of our philosophy.

Moving on, we are deeply sensitive to the environment issues facing the world today and we in India are no exception. Fossil fuel resources are shrinking. Climate change and worsening air pollution are facts of life. The need for clean alternatives to coal and oil is becoming increasingly critical. At UltraTech, we are in the midst of a transition from fossil fuels to alternate sources of energy which are renewable. To reduce CO<sub>2</sub> emissions, we have invested heavily in technologies that raise the level of thermal and electrical efficiency of our plants and its operations. In this regard, all of our plants are benchmarks in the industry.

Let me cite a few examples.

COOLER MODIFICATION PROCESSES AT HIRMI CEMENT WORKS, AWARPUR CEMENT WORKS AND RAJASHREE CEMENT WORKS HAVE LED TO CONSERVING 24,000 TONS OF COAL ANNUALLY.

LIKewise, THE INSTALLATION OF WASTE HEAT RECOVERY SYSTEMS AT THESE PLANTS HAVE RESULTED IN INCREASING OF GREEN ENERGY TO 33 MW.

FURTHERMORE, THERE IS POTENTIAL TO GENERATE 340 MILLION UNITS OF ELECTRICITY WITH A REDUCTION IN FUEL CONSUMPTION BY 220,000 TONS OF COAL.

To conserve natural resources, we are increasingly using alternative materials such as gypsum and lime sludge generated by the textile and paper industry. Up until now the use of these resources constitute 14% of our raw material consumption.

I am also pleased to share with you that the use of 173,500 tons of alternate fuel has resulted in saving of 86,750 tons of coal. Our sustainability report, which you have in hand, outlines many other major measures and processes implemented at UltraTech, given our sensitivity to the environment.

At our Group, on the inclusive growth commitment, let me add that we truly practice compassionate capitalism. We attempt to reach out with a sense of purpose to the underprivileged.

**OUR COMMUNITY ENGAGEMENT SPANS 407 VILLAGES, INCLUSIVE OF 18 MODEL VILLAGES. WE WORK IN 13 STATES, AND REACH OUT TO A POPULATION IN EXCESS OF 1.3 MILLION.**

To a great extent we have helped to lower the level of poverty in villages and urban slums.

Service to society is at the very heart of our value system.

**Kumar Mangalam Birla**  
Chairman - UltraTech Cement Limited



## Message from the Managing Director

**'BETTER ZERO THAN ONE' IS A SUCCINCT ARTICULATION OF OUR PRIORITIES. AT ULTRATECH, SAFETY LEADERSHIP HAS ALWAYS BEEN ACCORDED THE SAME STATUS AS ECONOMIC LEADERSHIP.**



The average leadership expectancy of a corporation is less than that of a human being. Out of the Fortune 500 companies of 1955, only 12.2% survived in 2014. As the dynamism of the corporate world increases and priorities of the stakeholders witness accelerated change, this churn is only going to increase. I believe that the new recipe for sustained leadership of an organisation is: passion for modernity and adherence to quality.

Modernity doesn't merely come from adopting cutting-edge technologies and processes. It comes from identifying material priorities of stakeholders and being early adapters to emerging trends. Even the theme of this report is an ode to modernity, whereby we are reinterpreting time-tested aphorisms in order to make them more relevant to the changing times.

While, during the reporting period we continued to be the leading cement producer of the nation, what brings us more joy is our safety report card which shows zero fatalities. In the year 2014-15, we recorded our best safety performance in the last ten years. Lost Time Injury Frequency Rate has progressively reduced from 0.90 in 2010-11 to 0.65 in 2014-15 for all direct employees, whereas the overall LTIFR including direct and indirect employees stands at 0.52\* for the year, which also saw zero fatalities.

*\*Excluding Bangladesh*

Keeping in step with today's inter-connected, inter-dependent world, goals and constructs at UltraTech are defined and measured on a multi-dimensional scale. Quality too is approached in a holistic manner – it is not limited to every bag of cement we produce, it extends to the lives of the employees and workers who help us produce the cement, to the society that accommodates us, and to the environment that subsists us. Through our CSR initiatives focusing on healthcare, education, sustainable livelihood, rural infrastructure and social cause, we empower millions of people in local communities.

**ON THE ENVIRONMENT FRONT, WE ARE AGGRESSIVE ON WASTE HEAT RECOVERY AND PLAN TO GENERATE 100 MW OF WHR POWER WITHIN THREE YEARS.**

Complementing these strides in safety, social responsibility and environmental stewardship is our new brand positioning – 'Build Beautiful'. We aim to partner with engineers, architects and all our stakeholders to create a more beautiful world – in form and in function. We believe what we build can last forever. In that case, it should be our endeavour to make it beautiful to add the happiness quotient to our lives.

**O. P. Puranmalka**  
Managing Director - UltraTech Cement Limited



LTIFR FOR ALL DIRECT EMPLOYEES DOWN FROM 0.90 IN 2010-11 TO 0.65 IN 2014-15



OUR INSTALLED CAPACITY SCALED UP FROM 57 MTPA TO NEARLY 63 MTPA IN 2015



INVESTED INR 450 MILLION TOWARDS OUR CSR INITIATIVES



TOUCHED THE LIVES OF 457,564 THROUGH HEALTHCARE INTERVENTIONS



INVESTED INR 2,196 MILLION TOWARDS ENVIRONMENTAL INITIATIVES



2% OF TOTAL POWER REQUIREMENT MET THROUGH WASTE HEAT RECOVERY SYSTEM

# We Are UltraTech

UltraTech Cement is part of the Aditya Birla Group, a USD 41 billion corporation. An Indian multinational in the truest sense of the term, the Aditya Birla Group retains its traditional Indian ethos and value system, but generates more than 50% of its INR 2.5 trillion revenue from global operations.

The Group was ranked No.1 and emerged as 'Best in class' across most of the parameters in the Nielsen Corporate Image Monitor 2014-15. This was its third consecutive year in the No.1 position. It is a member of the Global Compact, an international forum that operates under the aegis of the United Nations to usher in a 'more sustainable and global economy'.

## ULTRATECH AT A GLANCE

One of the leading cement producers globally

India's largest producer of grey cement, white cement & ready mix concrete

Pan-India presence

Operations spanning across India, UAE, Bahrain, Bangladesh and Sri Lanka

A range of products, from foundation to finish

5-fold increase in cement capacity in the last decade

Around 78% self-sufficiency in power requirements

A member of World Business Council for Sustainable Development's Cement Sustainability Initiative (CSI)



PHYSICAL FOOTPRINT

OUR SUBSIDIARIES

12   Grey Cement Plants	Dakshin Cements
1   White Cement Plant	Harish Cements Limited
2   Wallcare Putty Plants	UltraTech Cement SA (PTY)
1   Clinkerisation Unit	Gotan Limestone Khanij Udyog Private Limited
16   Grinding Units	Bhagwati Limestone Company Private Limited
6   Bulk Terminals	UltraTech Cement Lanka Private Limited
4   Jetties	UltraTech Cement Middle East Investments Limited
100+   RMC Plants	PT UltraTech Mining Indonesia
1,000+   Retail Format Stores	PT UltraTech Investments Indonesia

## PRODUCTS

In a market where cement is differentiated based on colour or grade, we make our products different through quality and consistency. Our product portfolio caters to every aspect of construction, from foundation to finish.



### UltraTech Cement

Ordinary portland cement, portland blast furnace slag cement and portland pozzolana cement (grey cement)

### Birla White

White cement, Wallcare putty and white cement based products

### UltraTech Concrete

Ready mix concrete and a range of specialty concretes with specific functional properties

### UltraTech Building Products

AAC blocks, waterproofing solutions, grouting solutions and plastering solutions

## SERVICES

### ULTRATECH BUILDING SOLUTIONS

Over 1,000+ retail outlets that cater to the primary construction needs of a customer.



### KEY ACCOUNT MANAGEMENT

A first for the industry, the Key Account Cell was formed in 2002 with a focus on developing successful B2B relationships with leading players in the highly competitive construction industry for sustainable growth.

### TECHNICAL SERVICES

Technical services for architects, engineers, masons, contractors and home builders

## ACCOLADES

UltraTech has consistently demonstrated its commitment towards achieving targets and parameters, while delighting the customer. This commitment and perseverance has brought us many accolades. Listed here are a select few.

- Cheminor Award from Indian Institute of Materials Management for excellence in Supply Chain Management
- 'First Rank in Commodity category' at the CII Supply Chain and Logistics Excellence (SCALE) Awards
- Dun & Bradstreet Corporate Award as the top Indian company in Cement
- CIDC Vishwakarma Award for Best Construction Projects category
- National Award for Manufacturing Competitiveness (International Research Institute for Manufacturing) for Birla White



# Sustainability Targets & Progress

## ENVIRONMENT & CLIMATE PROTECTION



### ENERGY EFFICIENCY

#### GOAL

**Implement Waste Heat Recovery (WHR) Systems at Integrated Plants for Grey Cement**

TARGET YEAR  
2015-16

#### PROGRESS

WHRs implemented in 5 plants (Andhra Pradesh Cement Works in Andhra Pradesh, Awarpur Cement Unit in Maharashtra, Rawan Cement Works in Chhattisgarh, Rajashree Cement Works in Karnataka, and Aditya Cement Works in Rajasthan). Plan is in place to implement at other locations.

### CLIMATE PROTECTION

**Implement on-line monitoring of SOx and NOx in all kiln stacks**

TARGET YEAR  
2015-16

Continuous on-line monitoring system implemented in 24 kilns out of 26 kilns. We will soon be implementing continuous on-line monitoring system for the remaining kilns.

**Reduction in CO<sub>2</sub> emission intensity @ 0.5% annually up to 2015-16 with baseline year as 2009-10 resulting in the reduction of 2.96% over 6 years**

TARGET YEAR  
2015-16

During the reporting period our CO<sub>2</sub> emission intensity has increased by 1.58% compared to last year. This increase is due to decrease in production of blended cement and an increase in the clinker to cement ratio and partly also due to the acquisition of Sewagram and Wanakbori plants.

**Introduce low NOx burners in new projects**

**CONTINUOUS**

Low NOx burner have been implemented in Vikram Cement-Line 1 and Vikram Cement-Line 2. Two low NOx burner have been already implemented at Rajashree Cement Works - Line 4 and Rawan Cement Works - Line 2.

## EMPLOYEE HEALTH & SAFETY



### WORK SAFETY

**Reduce Lost Time Injury Frequency Rate (LTIFR) to 0.55 and achieve a 10% year on year improvement on the target**

TARGET FOR YEAR 2014-15	TARGET FOR YEAR 2015-16
<b>0.55</b>	<b>0.45</b>

We have achieved LTIFR of 0.52<sup>[1]</sup> during the reporting period.

[1] Cumulative for all direct employees, and indirect employees excluding Bangladesh



**MORE THAN 4 MILLION TREES DOT  
OUR MANUFACTURING PLANTS**



# CSI Dashboard

Cement Sustainability Initiative (CSI), part of World Business Council for Sustainable Development (WBCSD), is an endeavour by 25 major cement producers spread across more than 100 countries, who believe that there is a strong business case for the pursuit of sustainable development in the cement industry. CSI helps member companies develop a shared understanding of sustainable development and recommends best practices that enhance performance across wide-ranging parameters.

Disclosure on the guideline parameters of CSI helps us compare our performance vis-a-vis industry benchmarks.

Since 2006, UltraTech has been a proud signatory and a voluntary member of CSI. This has helped us gain a better understanding of the cement industry's stakeholder segments and the issues that are material to each segment.

KPI	FY 2012-13		FY 2013-14		FY 2014-15	
	UltraTech	UltraTech + Star Cement	UltraTech	UltraTech + Star Cement	UltraTech	UltraTech + Star Cement
<b>CLIMATE PROTECTION</b> (excludes captive power)						
CO <sub>2</sub> emissions - gross (million tonne)	26.40	28.40	26.27	28.34	29.66	31.84
CO <sub>2</sub> emissions - net (million tonne)	26.33	28.33	26.17	28.23	29.55	31.72
Specific CO <sub>2</sub> emissions - net (kg/tonne of cementitious material)	627.78	634.65	626.88	633.54	637.98	643.52
Target reduction for CO <sub>2</sub>	Reduction in CO <sub>2</sub> emission intensity @ 0.5% annually up to 2015-16 with baseline year as 2009-10 resulting in the reduction of 2.96% over 6 years. This will also include CO <sub>2</sub> emissions from Star Cement Co. LLC and upcoming projects.					
Independently verified CO <sub>2</sub> data	Externally verified					
<b>FUELS &amp; RAW MATERIALS</b>						
Specific heat consumption of clinker production (MJ/tonne clinker)	2,979	2,985	3,015	3,018	2,998	3,002
Total alternative fuel rate (% of thermal energy consumption)	1.41	1.65	2.1	2.2	2.0	2.2
Alternative fuel rate non biomass (% of thermal energy consumption)	0.84	0.83	1.4	1.3	1.3	1.3
Biomass alternative fuel rate (% of thermal energy consumption)	0.57	0.82	0.7	0.9	0.7	0.9
Alternative raw materials rate (% of total raw materials for cement production)	14.60	13.71	14.56	13.72	14.29	13.54
Clinker/cement ratio (%)	76.65	77.34	77	77.8	77.6	78.2

KPI	FY 2012-13		FY 2013-14		FY 2014-15	
	UltraTech	UltraTech + Star Cement	UltraTech	UltraTech + Star Cement	UltraTech	UltraTech + Star Cement
<b>HEALTH &amp; SAFETY</b>						
Number of fatalities (directly employed)	1	1	1	1	0	0
Number of fatalities (indirectly employed)	4	4	3	3	0	0
Number of fatalities (involving 3rd parties)	2	2	2	2	1	1
Number of fatalities per 10,000 (directly employed)	0.99	0.94	1.01	0.97	0.00	0.00
Lost Time Injuries (LTIs) per million man-hour (directly employed)	0.69	0.74	0.68	0.89	0.56	0.65

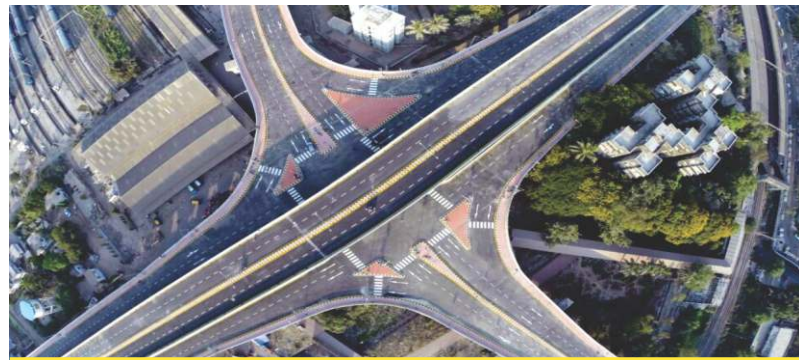
<b>EMISSIONS REDUCTION</b>						
NO <sub>x</sub> emissions (tonne/year)	46,589 (14 of 22 Kilns)	48,954 (14 of 23 Kilns)	50,834 (18 of 22 Kilns)	54,038 (19 of 23 Kilns)	73,022.57 (23 of 25 Kilns)	76,352 (24 of 26 Kilns)
SO <sub>2</sub> emissions (tonne/year)	5,073 (14 of 22 Kilns)	5,073 (14 of 23 Kilns)	4,022 (18 of 22 Kilns)	4,163 (18 of 22 Kilns)	3,660.1 (23 of 25 Kilns)	4,224.5 (24 of 26 Kilns)
Dust emissions (tonne/year)	5,371	5,436	5,824	5,835	6,976.77	7,087.3
Specific NO <sub>x</sub> emissions (g/tonne clinker)	1,441	1,409	1,583	1,562	2,013.49	1,963.38
Specific SO <sub>2</sub> emissions (g/tonne clinker)	157	146	125	120	100.92	108.63
Specific dust emissions (g/tonne clinker)	166	156	181	169	192.37	182.25
Target reduction for NO <sub>x</sub>	To be fixed after the installation of continuous monitoring system in all kilns and the release of SO <sub>2</sub> /NO <sub>x</sub> emission limits by regulatory authorities.				To be fixed after the installation of continuous monitoring system in all kilns	
Target reduction for SO <sub>2</sub>						
Target reduction for Dust						
% Clinker produced with monitoring of major and minor emissions	Major emissions are provided in the next row. Minor emissions are measured only on sample basis, if hazardous wastes are used as fuel.					
% Clinker produced with continuous monitoring of major emissions - NO <sub>x</sub> , SO <sub>2</sub> , Dust	Dust 99.02% NO <sub>x</sub> , SO <sub>2</sub> 86.04%	Dust 99.09% NO <sub>x</sub> , SO <sub>2</sub> 80.06%	Dust 99.90% NO <sub>x</sub> , SO <sub>2</sub> 84.70%	Dust 98.90% NO <sub>x</sub> , SO <sub>2</sub> 82.60%	Dust 99.83% NO <sub>x</sub> , SO <sub>2</sub> 94.8%	Dust 99.83% NO <sub>x</sub> , SO <sub>2</sub> 94.45%

<b>LOCAL IMPACT</b> (plants reported)						
% of sites with quarry rehabilitation plans in place	100% integrated sites	92.30% integrated sites	100% integrated sites	92.30% integrated sites	100% integrated sites	92.86% integrated sites
% of sites with community engagement plans in place	100% integrated sites	92.30% integrated sites	100% integrated sites	92.30% integrated sites	100% integrated sites	92.86% integrated sites
Number of active sites where biodiversity issues are addressed	12	12	12	12	13	13
No. of active quarries within, containing or adjacent to areas designated for their high biodiversity value	Nil	Nil	Nil	Nil	Nil	Nil

# Disclosure on Management Approach

## ECONOMIC INDICATORS

What cement is to a nation's infrastructure, profit is to an organisation's sustainability. Higher the wealth a company can generate, the more it can distribute among its stakeholders and greater is its capacity to invest in future growth.



At UltraTech, we focus on creating shared economic value - for our employees, investors, customers, consumers and communities. Our core values act as a compass to tread this growth path in a professional, transparent and ethical manner. Adherence to the laws of the land, prudent risk management and stringent internal systems help us continuously audit, analyse and ensure compliance.

## ENVIRONMENTAL INDICATORS

Our environmental approach can broadly be encapsulated in 3Ms, 'monitoring, managing, and minimising resource consumption'. We believe in decreasing our dependence on conventional resources by increasing our operational efficiency. We focus on our manufacturing processes, as they are by far the most resource intensive phase of the cement manufacturing cycle.



**We maintain a strong focus on operational excellence to manage our business in a safe, efficient and cost-competent manner. This also helps us sustain our revenues, even during challenging times.**

As a high performance, future focused business, UltraTech strategically invested in organic and inorganic capacity enhancement during the reporting period. Our installed capacity scaled up to nearly 63 million ton (54 million as on 31st March, 2015). In the near future, we expect to cross 70 million ton and thereby further strengthen our leadership position in the market.

**Continual evaluation of environmental parameters such as air quality, water discharge, energy consumption, emissions and waste at all our facilities enables us to respond in a timely manner and reduce our footprint.**

We adhere to ISO 14001 and believe that compliance is a starting point towards the fulfilment of our environmental commitment. We proactively disclose our environmental performance in accordance with CSI and GRI guidelines.

## LABOUR PRACTICES, HUMAN RIGHTS & SOCIAL INDICATORS

We consider human resources as our most valuable assets. It is their talent and tenacity that enable us to achieve our business vision. Their well-being and development is, therefore, our top priority. Our human resources management system includes different methods and tools to ensure recruitment, assessment, development, growth and rejuvenation of employees.



We uphold human rights in letter and spirit. Our code of conduct and ethics policies ensure prohibition of child labour, protection of indigenous rights and prohibition of forced and compulsory labour.

Safety is an indelible part of UltraTech's core values and a business imperative. Our integrated HSE management system conforms to global guidelines such as the CSI protocol, OHSAS 18001 and SA 8000. A 5-year Safety Excellence Journey initiated in 2009 has resulted in a marked improvement in incidents rate.

## PRODUCT RESPONSIBILITY

Cement is eventually converted into concrete which shapes the built environment around us that impacts the quality of life. Thus product responsibility is an important tenet that not only impacts our customers, but also the society at large and the environment.



We consistently innovate with additives and recycled input materials to produce speciality products which aid resource conservation by offering distinctive attributes such as higher strength, longer service life, light weight and enhanced thermal properties. The goal is to shrink the environmental footprint through a two-pronged approach - first by reducing the embodied energy, carbon emissions as well as waste, and second by enhancing the product life to increase the period between reconstructions, repair and maintenance.

**During the reporting period, we achieved Zero Fatality. Today safety has become a responsibility of everybody, right from the boardroom to the shop floor.**

We are also equally sensitive towards our neighbouring communities and continue to spearhead well-defined CSR programmes in and around the manufacturing plants.

Our programmes are primarily directed towards five areas of development; 'healthcare', 'education', 'sustainable livelihood', 'infrastructure development' and 'social reforms', enabling us to touch lives of people in over 400 villages.

**'Customer satisfaction' is one of our key deliverables. We significantly invest in customer engagement and regularly gain valuable feedback on our products and services.**

All our products comply with applicable BIS, European (EN) and Sri Lankan codes. Detailed information on physical and chemical properties of each product along with traceability is made available to customers, to help them make an informed decision.



# Our Approach to Reporting

This triple bottom line report is an important tool through which we elucidate the sustainable nature of our operations to a wide range of stakeholders. It provides insights into who we are, what we do and how we plan to build a more beautiful world.

## REPORT BOUNDARY

This report covers our performance\* for the period 1st April 2014 to 31st March 2015 and spans across operations of UltraTech Cement Limited including corporate offices, manufacturing locations, subsidiaries and bulk terminals in India, Sri Lanka and the Middle East.

It encompasses energy, materials and GHG data from the entire operations of UltraTech. The Ready Mix Concrete (RMC) plants operated by the Company for specific customers, within their premises on a temporary basis, have not been included.

*\*The economic indicators presented in the report are based on the data that forms a part of UltraTech's Annual Report.*

## INDEPENDENT ASSURANCE

The veracity and credibility of this report is assured by KPMG, our external auditor, after proper due diligence.

The assurance statement can be viewed on page no. 82 of the report.

## COMPLIANCE WITH GLOBAL REPORTING NORMS

This report is in accordance with Global Reporting Initiatives (GRI) G3.1 guidelines. Additionally, our disclosures are aligned with the following international and national charters and guidelines:



- National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Businesses in India, issued by the Ministry of Corporate Affairs, Government of India.\*\*

Suggested Framework on Business Responsibility Reports, by Securities and Exchange Board of India circular dated August 13, 2012.

- Cement Sustainability Initiative (CSI) on key performance indicators in the cement industry. For detailed index, refer page no. 9.

\*\* [www.mca.gov.in/Ministry/pdf/voluntary\\_guidelines.pdf](http://www.mca.gov.in/Ministry/pdf/voluntary_guidelines.pdf)

## SUGGESTIONS & FEEDBACK

We adhere to quality techniques and strategies to bring you a comprehensive report of our sustainability performance. We encourage you to send us your feedback, inquiries, suggestions or information regarding our reportage. You can reach us at:

@ [sustainability.ultratech@adityabirla.com](mailto:sustainability.ultratech@adityabirla.com) [www.ultratechcement.com](http://www.ultratechcement.com)

UltraTech Cement Limited  
B Wing, Second Floor, Ahura Centre, Mahakali Caves Road, Andheri (E), Mumbai, Maharashtra, India.

+91 22 669 17800 +91 22 669 28109

# Stakeholder Engagement

From transparent disclosure of important company updates to encouraging consistent stakeholder participation, at UltraTech we believe in initiating and sustaining a long-term and mutually beneficial engagement with our stakeholders.

## ENGAGEMENT APPROACH

UltraTech's stakeholder engagement approach is governed by the following essentials:



**INFORMATIVE**  
Disclose key information honestly, and in a timely manner.



**DESCRIPTIVE**  
Communicate comprehensively to provide a holistic picture.



**INTERACTIVE**  
Gauge stakeholder concerns through regular feedback and set the priorities accordingly.



**COLLABORATIVE**  
Encourage active collaborations with stakeholders to get an external viewpoint.



**PROACTIVE**  
Identify and address concerns before they escalate in severity.



**INCLUSIVE**  
Ensure that every stakeholder gets a say in the Company's progress.

## OUR STAKEHOLDER CIRCLE

Our circle of engagement encompasses all those who have a direct or indirect influence on our business operations as well as those who are impacted by us.



## OUR ENGAGEMENT PLATFORMS

We have devised a combination of platforms, formal and informal, to receive honest feedback from as well as disseminate desired information to all the stakeholders.

STAKEHOLDERS	ENGAGEMENT PLATFORMS	ENGAGEMENT TOPICS
<b>EMPLOYEES</b>		
	<ul style="list-style-type: none"> <li>Organisation Health Survey</li> <li>Annual Performance Review</li> <li>Employee Health Checks</li> <li>Employee Volunteering in Engagement Activities</li> <li>Intranet, Annual Report, Sustainability Report</li> <li>Employee Recognition Activities</li> </ul>	<ul style="list-style-type: none"> <li>Health and Safety</li> <li>Career Growth and Progression, Competitive Compensation</li> <li>Work-life Balance</li> <li>Building Camaraderie</li> <li>Regular Sharing of Company Information</li> <li>Employee Motivation</li> </ul>
<b>CUSTOMERS</b>		
	<ul style="list-style-type: none"> <li>Company Website</li> <li>Product Campaigns</li> <li>Satisfaction Surveys</li> <li>Grievance Redressal</li> <li>Customer Oriented Initiatives</li> <li>Feedback Surveys</li> </ul>	<ul style="list-style-type: none"> <li>Product Information</li> <li>Product Benefits and Features</li> <li>Product Quality and Feedbacks</li> <li>Timely Availability and Building Trust</li> <li>Building Relationships</li> <li>Product and Service Innovations</li> </ul>
<b>GOVERNMENT &amp; REGULATORS</b>		
	<ul style="list-style-type: none"> <li>Annual Report and Regulatory Filings</li> <li>Meetings on Government Directives and Policy Development</li> <li>Facility Inspections</li> <li>Regular Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Ethical Business Conduct</li> <li>Regulatory Compliance</li> <li>Environmental Stewardship</li> <li>Safety</li> <li>Resolution of Stakeholder Grievance</li> </ul>
<b>SHAREHOLDERS, LENDERS &amp; INVESTORS</b>		
	<ul style="list-style-type: none"> <li>Annual Report and Regulatory Filings</li> <li>Annual General Meeting</li> <li>Shareholder Meetings and Presentations</li> <li>Carbon Disclosure Project Report</li> <li>Sustainability Report</li> <li>Grievance Redressal</li> <li>One-on-one Meetings, Investor Conferences, Investor Calls</li> </ul>	<ul style="list-style-type: none"> <li>Financial Performance</li> <li>Annual Performance and New Projects</li> <li>Change in Governance Structure</li> <li>Disclosure on our Carbon Performance</li> <li>Triple Bottom Line Performance</li> <li>Addressing Concerns</li> <li>Clarity on Business Direction</li> </ul>

STAKEHOLDERS	ENGAGEMENT PLATFORMS	ENGAGEMENT TOPICS
<b>SUPPLIERS &amp; CONTRACTORS</b>		
	<ul style="list-style-type: none"> <li>Contract Procedures and Project Reviews</li> <li>Facility Inspections</li> <li>Review Meetings</li> <li>Vendor Interaction Meets</li> <li>Feedback Forms</li> <li>Annual Performance Report</li> <li>Annual Stakeholder Meets</li> </ul>	<ul style="list-style-type: none"> <li>Product Quality and Pricing</li> <li>Supply Quality</li> <li>Organisation's Performance and Timely Payments</li> <li>Cost Overrun for Compliance with Company Laws</li> <li>Unbiased Treatment and Redressal (if required)</li> <li>Adherence to SLA (Service Level Agreement)</li> <li>Business Security and Growth</li> </ul>
<b>LOCAL COMMUNITY</b>		
	<ul style="list-style-type: none"> <li>Community Need Assessments</li> <li>Disaster Management Workshops</li> <li>Community Visits</li> <li>Satisfaction Survey</li> <li>Meetings with Community Heads</li> </ul>	<ul style="list-style-type: none"> <li>Focus Areas</li> <li>Emergencies</li> <li>Building Relationships</li> <li>Living Standards</li> <li>Direction and Application</li> </ul>
<b>MEDIA &amp; NGOs</b>		
	<ul style="list-style-type: none"> <li>Published Articles</li> <li>One-on-one Interactions</li> <li>Direct Contact during Activities</li> <li>Social Survey</li> </ul>	<ul style="list-style-type: none"> <li>Transparency</li> <li>Timely Information on Future Plans</li> <li>Support on Social Issues</li> <li>Identification of Effort Areas</li> <li>Disclosure on Compliance</li> </ul>

## INITIATIVES

### CUSTOMERS

#### Customer Satisfaction Survey

Customer feedback, when sincerely solicited and diligently analysed, is a treasure trove of information for an organisation like us. We conduct Customer Satisfaction Survey once every three years for measuring satisfaction levels across all customer segments.

With a sample size of 17,000 customers pan India, the survey enables assessment of requirements and expectations that customers have from UltraTech. It helps us understand the impact of these expectations and identify our strengths and weaknesses.

#### Urban & Rural Technical Meets

Tailor-made programmes are organised to keep civil engineers and architects abreast with global technological developments and innovative practices in construction. These are designed and delivered by domain experts and academics keeping in mind the knowledge levels of the audience. It also acts as a forum to share insights about technical problems and how to solve them.



## Net Promoter Score

Starting 2013, we adopted Net Promoter System (NPS) in conjunction with the Customer Satisfaction Survey. In NPS, the customers are asked a simple question - "How likely are you to recommend the company to a colleague or friend?" Customers respond on a 0-to-10 point rating scale and are categorised as Promoters, Passives and Detractors based on the score they give. The percentage of Promoters minus the percentage of detractors is the Net Promoter Score (NPS).

NPS is also separately directed at our Key Account Customers and involves two stages. In stage one, a survey containing general non-UltraTech specific questions is conducted by a third party agency. While in stage two, various customer-side stakeholders like store managers, quality control heads, project managers and commercial team members from the head office or regional office are requested to share the quality of their experience with UltraTech employees, systems and processes. The survey results are analysed at a zonal / regional / state / depot level and then action plans are formulated for each level.

80% of the key accounts in Mumbai region are covered under NPS while the figures are 50% and 35% for Gujarat and Bangalore respectively. Plans are underway to launch NPS in the rest of South Zone, West Zone and NCR soon.



So far, 13 businesses of Aditya Birla Group have adopted NPS to build stronger customer loyalty. This initiative has been named Mission Happiness with the underlying idea that happy customers and happy employees are the base on which business can grow and be profitable.

## IHB Meets

Individual Home Builders (IHBs) who have either started building their own home or intend to start in the near future are invited to attend the IHB meets. The objective is to expose them to the complexities involved in construction and share expertise and insights on effective planning to build a strong and durable house with superior quality material. They are briefed about various alternative products available in UltraTech's product portfolio and also on allied products available with UltraTech Building Solutions outlets.

Similarly, meets are also conducted where batches of IHBs and small-scale contractors are invited to the UltraTech Building Solutions' shop and presentations are made on planning of construction, quality of materials and correct methods of construction. This helps customers optimise the cost of construction, achieve timely completion and ensure quality construction through effective supervision.

UltraTech Building Solutions has a footprint on a pan India basis with over 1,000 retail outlets that offer a wide range of quality construction products and value-added services for home builders, small time contractors, masons, painters and plumbers.

## Birla White YuvaRatna Awards

For 10 years, Birla White YuvaRatna Awards has been challenging and shaping the minds of young architects and civil engineers to create designs and spaces that transcend traditional boundaries. The competition provides promising students, who will eventually be an influential customer base for us, with a platform to showcase their creative skills and create artistic architectural projects.

The 11th edition of the Birla White YuvaRatna Awards was held on 14<sup>th</sup> February, 2015 with the theme 'A skill-based learning environment with a focus on sustainability'. The students were asked to design a basic learning space, residential and recreational facilities for 50 orphan students and the teachers. We received 937 drawings from 87 institutes across India. The shortlisted entries from 5 regional zones were judged by an elite jury at the national level.



## INITIATIVES

### ULTRATECH LANKA WORKS ON CUSTOMER SERVICE

Many a time, due to lack of technical knowledge or resources, Individual Home Builders (IHBs) are left at the mercy of small-time contractors for constructing their dream homes. UltraTech Lanka team identified this gap and implemented three service features as an integrated solution to the problems faced by IHBs.



#### CUSTOMER HELPLINE

A 24x7 dedicated hot line was started with the support of telecom service provider Mobitel, wherein UltraTech Cement's representatives from different functions provide prompt and detailed responses to customer queries regarding building solutions or construction equipment.

#### BUILDING CLINICS

This is a joint initiative with the Institute of Engineers of Sri Lanka wherein IHBs as well as general public get personalised construction advice. In this unique Building Clinic, all interested individuals are welcomed by trained and certified engineers.

This one-on-one interaction provides an excellent opportunity for prospective home builders and industry personnel to obtain information on construction best practices, dispel construction-related myths and obtain personalised expertise.

#### TEADS (TECHNICAL EXPERTISE AT YOUR DOORSTEP)

Sometimes IHBs face difficulty in attending IHB meetings at pre-determined venues. The Sri Lanka team decided to take these meetings to their doorsteps. A special vehicle has been designated to serve as a mobile meeting room wherein IHBs are given digital presentations at their doorstep.

## SUPPLIERS & CONTRACTORS

### Dealer Empowerment Program



Channel Partners are an important link between us and the end-customer. With the aim of creating a stronger connect with our channel partners, UltraTech team initiated the Dealer Empowerment Programme (DEP). The goal of the DEP is to motivate and empower Channel Partners to achieve excellence, both in their personal and professional lives.

During the reporting period, over 650 Channel Partners were covered under the DEP. A pan-India roll-out has been planned across 80 cities covering approx. 15,000 channel partners.

### Builders & Contractors Meet

This programme helps builders and contractors reinforce their knowledge about planning, selection of materials, various code requirements for strength and durability, quality control and safety requirements on site.

Latest technological developments are shared with builders and contractors, with a view to help them build better, safer and with fewer natural resources.

## economic performance

Intentions are well-meaning, but it's the outcomes that count. Profit is a result that matters to multiple stakeholder segments - from employees to investors, and from government to vendors. As an organisation, it provides us the platform to envision bigger and brighter ideas, the resources to walk the talk, invest in alternative ideas, and translate green goals into traversed milestones.

numbers  
speak

louder

than words



Net Turnover  
**226.56**  
INR billion

Economic Value  
Generated - INR 320.72 bn  
Economic Value  
Distributed - INR 302.70 bn

Despite global and national economic odds, we reported a turnover of INR 226.56 billion, a growth of 10% and an EBITDA of INR 45.67 billion with margin of 20%.

IN THE PAST 10 YEARS,  
WE HAVE CONSISTENTLY  
POSTED GROWTH ACROSS  
MULTIPLE PARAMETERS -  
CAGR OF 24% IN TURNOVER,  
29% IN EBITDA,  
32% IN CASH PROFIT AND  
33% IN MARKET CAP.

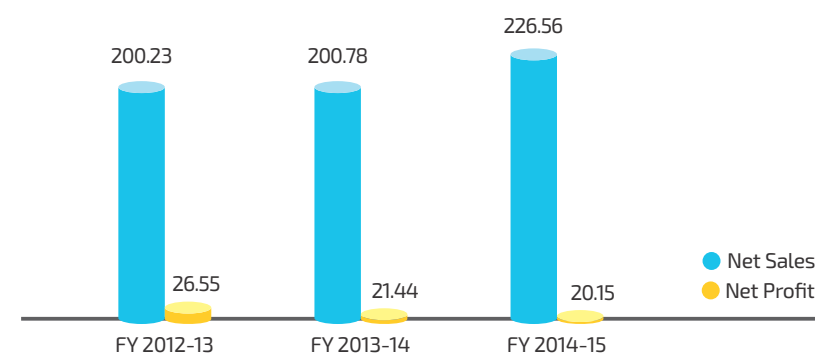
This continued growth in our financial performance not only helps us fuel our growth plans but also enables us to make a greater positive impact on society and the environment. In our last report, we had set an ambitious target of scaling our cement capacity to 70 Million Ton Per Annum (MTPA) by 2016. We are pleased to report that we have grown from 57 MTPA to 63 MTPA in 2015 through both organic and inorganic expansion.

The year gone by may not have met our expectations, but the future looks strong. The new Indian government elected in 2014 has shown an enhanced focus on infrastructure, transportation and housing sector development. Aided by our pan-India presence, we are well-positioned to meet the expected rise in demand and participate in India's next phase of growth.

## FINANCIAL DASHBOARD

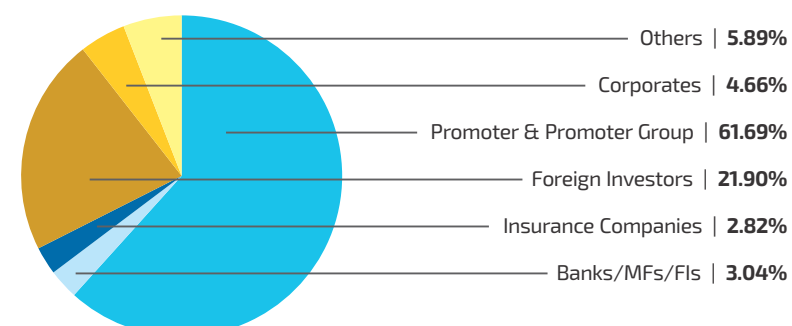
### SALES & PROFIT

INR billion



### SHAREHOLDING PATTERN

FY 2014-15



## ECONOMIC VALUE GENERATED & DISTRIBUTED

ULTRATECH, STAR CEMENT	FY 2012-13		FY 2013-14		FY 2014-15	
Parameter	Value in INR billion	Value in INR per bag	Value in INR billion	Value in INR per bag	Value in INR billion	Value in INR per bag
<b>ECONOMIC VALUE GENERATED</b>						
Gross Value of Operations	277.19	317.65	282.62	318.51	320.72	333.12
<b>ECONOMIC VALUE DISTRIBUTED</b>						
Operating Costs	148.07	169.68	159.25	179.47	177.83	184.70
Govt. Taxes including Excise / VAT / Income Tax / Other Levies	79.55	91.16	75.59	85.18	91.10	94.62
Depreciation	10.23	11.72	11.39	12.83	12.03	12.49
Employees, Welfare and Community Development	10.43	11.95	11.04	12.44	13.08	13.59
Payment to Lenders	2.52	2.89	3.61	4.07	5.87	6.09
Proportionate Dividend to Shareholders	2.53	2.90	2.65	2.99	2.80	2.90
<b>TOTAL ECONOMIC VALUE DISTRIBUTED</b>	<b>253.33</b>	<b>290.31</b>	<b>263.53</b>	<b>296.99</b>	<b>302.70</b>	<b>314.40</b>
<b>ECONOMIC VALUE RETAINED</b>						
Retained Earnings for Reinvestment / Modernisation (INR)	23.86	27.34	19.09	21.51	18.02	18.72

	Value in USD billion	Value in USD per bag	Value in USD billion	Value in USD per bag	Value in USD billion	Value in USD per bag
<b>ECONOMIC VALUE GENERATED</b>						
Gross Value of Operations	5.10	5.84	4.73	5.33	5.13	5.33
<b>TOTAL ECONOMIC VALUE DISTRIBUTED (USD)</b>	4.66	5.34	4.41	4.97	4.84	5.03
<b>ECONOMIC VALUE RETAINED</b>						
Retained Earnings for Reinvestment / Modernisation (USD)	0.44	0.50	0.32	0.36	0.29	0.36

Note: INR to USD conversion as on 31st March 2013: 54.35, as on 31st March 2014: 59.75 and as on 31st March 2015: 62.53

	INR million		
	FY 2012-13	FY 2013-14	FY 2014-15
Significant Financial Assistance received from Government	Nil	Nil	Nil
Benefits received under State Investment Promotion Schemes	1,093	1,699	1,684



## CAPACITY EXPANSION

In the cement manufacturing sector, two forms of expansions go hand in hand - manufacturing capacity and power generation. On the manufacturing front, with the acquisition of the Gujarat assets of Jaypee Cement and commissioning of brownfield projects at Rajashree Cement in Karnataka, our cement capacity rose from 57 MTPA to 63 MTPA during the reporting year.

A robust captive power supply ensures uninterrupted production. Our thermal power generation capacity is at 717 MW, 33 MW is generated using Waste Heat Recovery (WHR) system and 4 MW using solar and wind power plants.

All our integrated units are now power self-sufficient and are also wheeling surplus power to some grinding units.

During the reporting year, we commissioned multiple projects across India to tap into growing markets and bolster our market presence:



- Two 25 MW thermal power plants, one at Rajashree Cement Works, Karnataka and another at Andhra Pradesh Cement Works
- 10 MW WHRS at Aditya Cement Works, Rajasthan, 6.5 MW at Awarpur Cement Works, Maharashtra and 6 MW at Rajashree Cement Works, Karnataka
- 1.4 MTPA cement mill at Rajashree Cement Works, Karnataka
- 2 MTPA clinkerisation plant at Aditya Cement Works, Rajasthan

## FINANCIAL IMPLICATIONS OF CLIMATE CHANGE

Either climate change has affected us already, or it will eventually. Not just in terms of increasing sea levels, erratic weather conditions and stunted agricultural output, but also in terms of inflated energy costs, migrating labour, and more stringent government directives on the environment front.

Cement production generates high levels of CO<sub>2</sub>. And as the largest manufacturer of cement in the second largest cement manufacturing country in the world, we take it upon ourselves to address climate change systematically through clear goals, targets and achievements.

We have been an active member of the Cement Sustainability Initiative (CSI) of the World Business Council for Sustainable Development (WBCSD) since 2006. This has given us better understanding of the environmental and climate change initiatives. We also

proactively measure our carbon footprint as per Cement Sustainability Initiative's CO<sub>2</sub> protocol.

We have two registered Clean Development Mechanism (CDM) projects: **(1) Use of alternative fuels at Reddipalayam Cement Works, Tamil Nadu; and (2) Waste Heat Recovery (WHR) based power generation at Andhra Pradesh Cement Works, Andhra Pradesh.**

Five other WHR projects are ready for registration.

UltraTech Cement is also one of the co-chairs of the expert working group for the development of 'Technology Roadmap - Low Carbon Technology for the Indian Cement Industry'. This has been jointly developed by WBCSD, CSI and the International Energy Agency (IEA) along with other CSI members. The roadmap outlines a low-carbon growth pathway for Indian Cement Industry that could lead to reduction in carbon intensity.

Our continued efforts to mitigate climate change have not only yielded economic benefits but also widespread goodwill among our stakeholders.

To view a detailed account of our environment management measures, refer page no. 09 (CSI dashboard) and page no. 39 (environmental performance).





## corporate governance

Transparency coupled with timeliness forms a sound foundation for good corporate governance. At UltraTech we are committed to provide the right information at the right time to all stakeholders. This consistent and comprehensive flow of information enhances accountability, improves governance, strengthens integrity and reinforces brand trust.

disclosure  is the  
best policy

# core values

Integrity  
Commitment  
Passion  
Seamlessness  
Speed

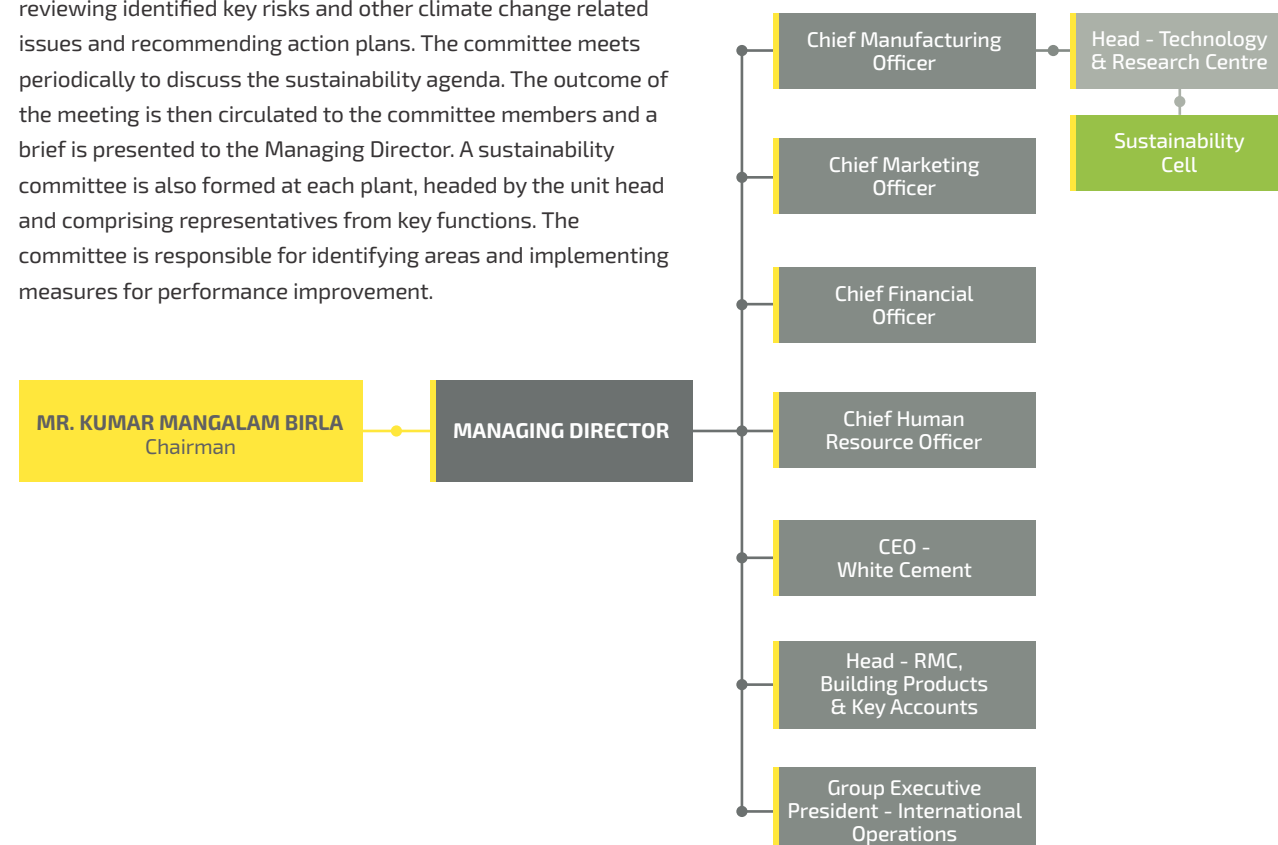
Today, stakeholders take as much interest in the values governing a company's operations, as they do in the values reported on the balance sheet. It is in such a scenario that being part of the Aditya Birla Group gives us the edge that sets us apart.

Corporate Governance at UltraTech Cement is a continuously evolving process. We are committed to the adoption of best governance practices and their adherence in true spirit at all times through our core values.

## THE GOVERNANCE STRUCTURE

UltraTech has a Sustainability Committee which is headed by the Managing Director and comprises different CXOs and business heads of grey cement, white cement and RMC. The Board is responsible for driving the implementation of sustainability agenda across business functions and verticals, target setting, reviewing identified key risks and other climate change related issues and recommending action plans. The committee meets periodically to discuss the sustainability agenda. The outcome of the meeting is then circulated to the committee members and a brief is presented to the Managing Director. A sustainability committee is also formed at each plant, headed by the unit head and comprising representatives from key functions. The committee is responsible for identifying areas and implementing measures for performance improvement.

Implementation is spearheaded by the Sustainability Cell with on-ground support from a network of coordinators located at our various plants and offices.



## The Board of Directors

The Board is central to our governance system. It monitors and handles all decisions regarding remuneration of Directors with the approval of shareholders. Other duties include periodical reviews and approval of corporate strategies, business plans, projects, annual budgets, capital expenditure etc. Our Board comprises 14 Directors, of whom seven are Independent Directors.

<b>Mr. Kumar Mangalam Birla</b> Non-Executive	<b>Mr. G.M. Dave</b> Independent	<b>Mr. S.B. Mathur</b> Independent	<b>Mr. O.P. Puranmalka</b> Managing Director
<b>Mrs. Rajashree Birla</b> Non-Executive	<b>Mr. Rajiv Dube</b> Non-Executive	<b>Mr. S. Rajgopal</b> Independent	<b>Mr. Dilip Gaur</b> Deputy Managing Director
<b>Mr. Arun Adhikari</b> Independent	<b>Mr. Adesh Gupta*</b> Non-Executive	<b>Mrs. Renuka Ramnath</b> Independent	
<b>Mr. R.C. Bhargava</b> Independent	<b>Mrs. Sukanya Kripalu</b> Independent	<b>Mr. D.D. Rathi</b> Non-Executive	

\* Resigned with effect from June 30, 2015

## Implementation Committees

Board committees impart rigour on specific functional areas. They are headed by Independent Directors who leverage their in-depth sectoral knowledge and experience to ensure excellence.

### AUDIT COMMITTEE

#### Members

Mr. R.C. Bhargava (Chairman) | Mr. G.M. Dave | Mr. S. Rajgopal

#### Permanent Invitees

Mr. D.D. Rathi (Non-Executive Director) | Mr. Atul Daga (Chief Financial Officer)

- Overseeing financial reporting process and disclosure of financial information
- Appointment, re-appointment, replacement or removal of the statutory auditor, cost auditor and fixation of audit fees
- Approval of payment to statutory auditors for any services rendered by them
- Review with management, the annual financial statements, before submission to the board for approval



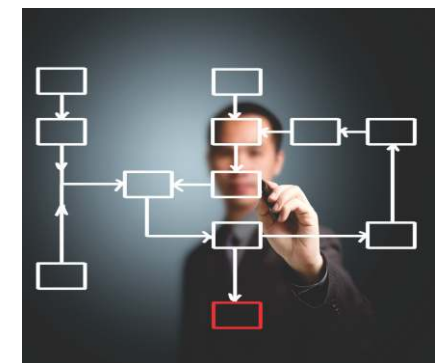
### NOMINATION, REMUNERATION & COMPENSATION COMMITTEE

(Previously, ESOS Compensation Committee)

#### Members

Mr. Kumar Mangalam Birla | Mr. G.M. Dave (Chairman) | Mr. Arun Adhikari

- Set the level and composition of remuneration of the Directors and the Senior Management and link it to performance
- Formulate appropriate policies and institute processes in order to identify potential candidates for Directorship and Senior Management
- Review and implement succession and development plans for Directors and Senior Management
- Devise a policy on Board diversity



### DEMERGER IMPLEMENTATION COMMITTEE

#### Members

Mr. G.M. Dave | Mr. D.D. Rathi | Mr. O.P. Puranmalka

- Oversee the process of acquisition of the Cement Units of Jaypee Cement Corporation Limited at Sewagram and Wanakbori

For further information on the Board Structure and Functions, please refer our Annual Reports.



## STAKEHOLDERS RELATIONSHIP COMMITTEE

### Members

Mr. R.C. Bhargava | Mr. G.M. Dave | Mr. D.D. Rathi

- Issues relating to share and debenture holders including transfer / transmission of shares / debentures
- Issue of duplicate share / debenture certificate
- Non-receipt of dividend
- Non-receipt of annual report
- Non-receipt of share certificate after transfers
- Delay in transfer of shares
- Any other issues of shareholders

## FINANCE COMMITTEE

### Members

Mr. R.C. Bhargava | Mr. S. Rajgopal | Mr. D.D. Rathi

- Exercise all powers and discharge all functions relating to:
  - working capital management | foreign currency contracts
  - operation of bank accounts
- Authorise officers to deal in matters relating to excise, sales tax, income tax, customs and other judicial or quasi-judicial authorities

## CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

### Members

Mrs. Rajashree Birla | Mr. G.M. Dave | Mr. O.P. Puranmalka

### Permanent Invitees

Dr. Pragnya Ram (Group Executive President, Corporate Communications & CSR)

- To monitor and implement the Company's CSR policy
- Recommend the activities to be undertaken during the year to the Board and amount to be spent for the same

## RISK MANAGEMENT COMMITTEE

### Members

Mr. Rajiv Dube | Mr. O.P. Puranmalka | Mr. Dilip Gaur

### Permanent Invitees

Mr. Atul Daga (Chief Financial Officer)

- Identification, assessment and classification of risks relating to business
- Conceiving mitigation plans to minimise risk
- Monitoring various risks



## THE CODE OF CONDUCT

The effectiveness of a rule comes from the equality with which it is enforced. A uniform Code of Conduct applies to all employees of UltraTech; irrespective of their seniority or designation. The Code has been posted on the Company's website and is periodically amended to keep it relevant to changing times. In addition to the Code of Conduct, various policies and processes pertaining to functions like HR, procurement and investor relations have been institutionalised. These policies and processes effectively guide the workforce on the path of good conduct and ethical decision making.

## RISK MANAGEMENT

We have institutionalised a structured risk management approach that identifies potential risks, assesses their potential impact, and controls or mitigates them through timely action and continuous monitoring.

A Risk Management Committee has been constituted to review the risk management plan and process of UltraTech. In addition to the Business Risks, we have also identified Climate Change Risks as a factor that can greatly impact our sustenance in the long run.

*For more information, please refer to the Product Responsibility section.*

### Our Risk Management Mechanism

UltraTech has formed a risk management committee both at the corporate level and at the unit level. Each unit has a risk management committee comprising key functional heads, led by the unit head.

The functional head for finance is responsible for collating the risk identified from different functions. The responsibility for assessing the risk/opportunity related to climate change (e.g. emissions, energy, water, environmental regulations) is with the unit head and the responsibility of other operational risks is with different functional heads.

At the corporate level, the Chief Finance Officer (CFO) is the risk manager and is responsible for collating the risk from different business heads. The Chief Manufacturing Officer (CMO) is supported by the sustainability team which helps in identifying the risk related to climate change. The risks identified are then mapped to a matrix that ranks the risks/opportunities based on its significance to the unit/company (reputational, regulatory and financial impact) and recorded into the risk register along with the action/mitigation plan. The risk register is then submitted to the Apex committee for review which happens on a quarterly basis. The Apex committee recommends necessary actions for the consolidated risk and mitigation plan based on the

## PUBLIC POLICY AND ADVOCACY

We are members of various industrial and commercial organisations such as:

- Cement Manufacturers Association (CMA)
- Federation of Indian Chambers of Commerce and Industry (FICCI)
- Confederation of Indian Industries (CII)
- Advertising Association of India
- Cement Sustainability Initiative (CSI) of the World Business Council for Sustainable Development

Other than the above forums, we have been working closely with several other organisations under various Task Forces and Committees of Asia Pacific Partnership on Clean Development and Climate (APP7), Bureau of Indian Standards (BIS) and Bureau of Energy Efficiency.

## BUSINESS RISKS



### Excess Cement Capacity

### Securing Critical Resources

### Market Share

### Compliance

### Financial Risk

While we aim to mitigate climate change risks through operational excellence, we also look forward to harness the business opportunity by adding innovative green products in our portfolio.

## CLIMATE CHANGE RISKS



### GHG Reduction

### Carbon Regulations

### Securing Critical Resources

### Energy Efficiency Regulations

level of impact of the risk on the unit and the company. Those risks which have the highest level of financial, regulatory and reputational impact are directly reported to the Group Apex Committee.

UltraTech also gets its risk assessment done through third party to identify key risk covering legal, financial, environmental, supply chain, operational, external factors such as compliance and reputation. The identified risk is then prioritized based on discussion with the Apex committee and task to develop strategy/mitigation plan is discussed and assigned to the responsible business heads.

## product performance

Innovation cements leadership. And fresh perspectives are the fountainhead of opportunities. Hence, we have seeded a learning culture across UltraTech. Continuous improvement is the cornerstone of our product development approach and we are constantly focusing on introducing products which are not just built green but also help our customers mitigate climate change.

you  are never too  
old to unlearn

# 360° building materials destination

As the largest producer of grey cement, ready mix concrete and white cement in India, we are an inextricable part of buildings, bridges, homes and highways. This leadership is both a matter of pride, as well as a huge responsibility. It is our conduct and practices along with the performance of our product that will set the tone for the sector. Thus we learn from the past, strategize in the present and innovate for a more sustainable future.

We have adopted four mechanisms which help us accelerate outcomes.



## REGULAR CUSTOMER ENGAGEMENT

We engage with a wide range of individual customers, professionals, retailers and distributors using a gamut of communication mechanisms.



## CONTINUOUS INNOVATION

We have introduced a varied portfolio of products that addresses a spectrum of stakeholder and real-world concerns.



## RESPONSIBLE VALUE CHAIN

A pilfer-proof and environmentally-sensitive value chain adds to profitability and prosperity. Right from sourcing to distribution, we are strengthening our entire value chain.



## BENCHMARKING & BEYOND

Our products comply with national and international standards; and in many cases, transcend benchmarks. We understand that compliance is only the first step towards excellence.

## REGULAR CUSTOMER ENGAGEMENT

Our customers come from varied technical backgrounds and diverse demographics. They include Individual Home Builders (IHBs), engineers, architects, contractors, wholesalers and retailers. Every segment has different set of motivations and distinct needs. Engaging with them gives us unique insights and opportunities to expand our product and service portfolio.

From insight surveys and technical guidance forums for engineers, to construction benchmarking seminars and builders' meets, we engage with our customers in myriad ways.

## THE COMMON THREAD ACROSS OUR ENGAGEMENTS IS TO HELP CUSTOMERS CREATE GREATER VALUE THROUGH THE USE OF OUR PRODUCTS AND SERVICES.



For more information about our engagement initiatives, please refer to the Stakeholder Engagement section on page no. 14.

## CONTINUOUS INNOVATION

In addition to strength, the cement of the future will have to be resource-efficient, cost-effective and life-friendly. We have a range of value-added products which are not only best-in-class but also match sustainability requirements.

## OUR PRODUCTS HAVE BEEN CLASSIFIED AND INCLUDED IN THE LIST OF SUSTAINABLE PRODUCTS AS CATEGORISED BY CII IGBC IN ITS PRODUCT DIRECTORY.

- Our Dry Mix range comprising Fixoblock, Seal & Dry, Power Grout, Super Stucco and Readiplast are ready-to-use, value-added products for applications such as plastering, jointing, grouting and waterproofing. All one needs to do is add water at the site.



They offer benefits like:

### Consistent quality

### Enhanced productivity and turnaround time

### Superior water tightness and resistance

### Negligible wastage during application

### Greater tensile, compressive and flexural strength

### Decreased water consumption as curing is not required post application

- Our AAC blocks 'Xtralite' are light in weight as well as sound and thermal-insulated, leading to considerable energy savings. The unique dimensional accuracy of  $\pm 1$  mm necessitates the use of very little mortar.
- We have introduced a number of specialty concrete products for the design and construction industry like:

**UltraTech Freeflow** An M80 self-compacting concrete that offers faster concreting and sleeker dimensions. We are the first commercial suppliers of such a product in India.

**UltraTech Hypercon** A M80 high grade concrete, it is produced by blending a combination of different cementitious materials along with advanced quality superplasticizers.

**UltraTech Duracon** It substantially reduces the temperature rise during the setting process, making it ideal for mass concrete applications.

**UltraTech Décor** A coloured, textured and imprinted concrete available in different shades and customizable as per architect requirements.



### Green Alternatives to River Sand

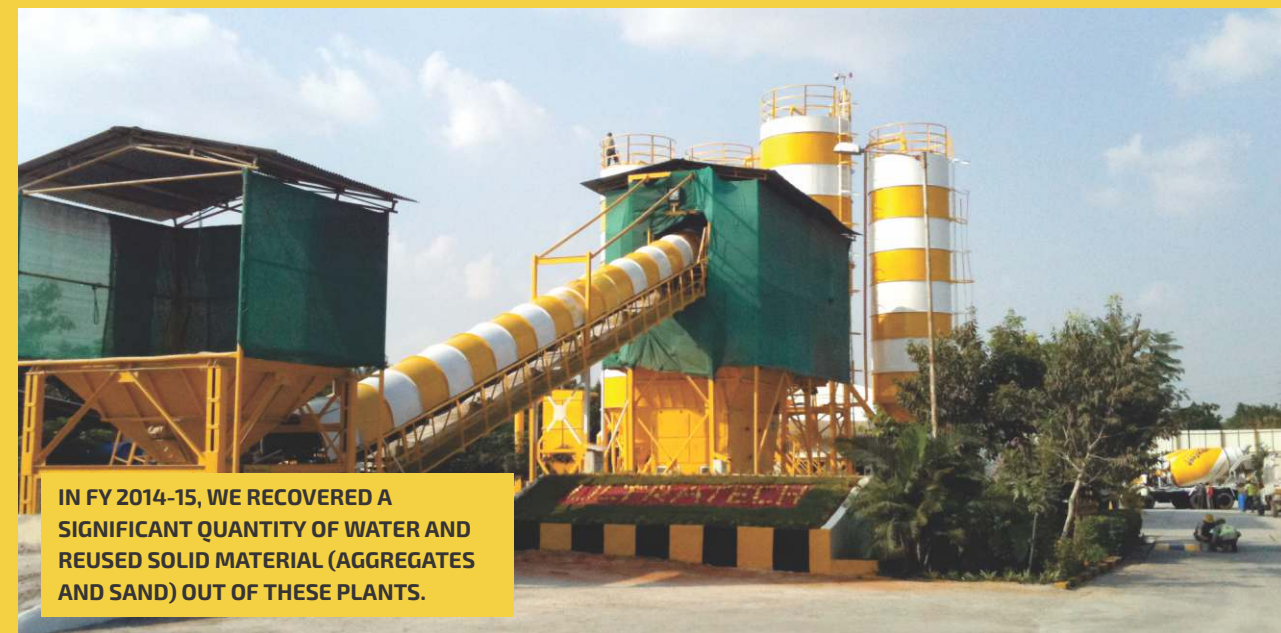
Aggregates comprising sand, gravel, or crushed stone occupy 70% of the concrete volume. In the recent past, Ready Mix Concrete manufacturers have faced acute aggregate shortages owing to the government ban on mining of natural river sand because of its environmental ramifications. The alternative is to switch over to manufactured sand which is possible only through a modern three-stage crushing process. Such a facility is not readily available in all the markets, and hence there are many challenges for switch over.

In order to mitigate this challenge, UltraTech has developed integrated mining and crushing facilities to manufacture aggregates of the best quality in order to produce quality concrete matching international standards. We use micro silica grading and other micro fine materials which are basically framed at long-term durability and high strength of concrete. Further, R&D is being undertaken in nano technology with respect to nano silica, nano clay and nano fiber in order to make the concrete of the future more sustainable.



### Concrete Steps against Waste

UltraTech was among the first in India to adopt concrete recycling in its plants right from its inception in 1998. Concrete recycling system (Baton Wash) separates solid material over 0.15 mm diameter from the water through a spiral system rotating inside the inclined drum. Slurry water is discharged from the recycling system by overflowing into storage tanks and is normally reused in the concrete production.



**IN FY 2014-15, WE RECOVERED A SIGNIFICANT QUANTITY OF WATER AND REUSED SOLID MATERIAL (AGGREGATES AND SAND) OUT OF THESE PLANTS.**

At present, UltraTech has 62 concrete recycling plants across India. In FY 2014-15, we recovered a significant quantity of water and reused solid material (aggregates and sand) out of these plants. The water removed out of it was put to use in concrete production and some internal consumption after the sedimentation process.

### Stronger Affordable Homes with RMD Technology

Government housing projects suffer from a general perception of lacking in quality and being delayed in execution. UltraTech's Rapid Monolithic Disaster Proof (RMD) Technology is highly suitable for urban, semi-urban and rural mass housing project as it can deliver superior quality homes in just seven days' time. This speed comes at a cost which is same as that of the conventional method. Such homes are also more durable and sustainable than conventional homes.

This pioneering technology has seen us partner a number of government-backed mass housing projects as a Technology Provider:

- **Rajiv Gandhi Rural Housing Corporation Limited (RGRHCL), Bangalore Development Authority (BDA) - Government of Karnataka has adopted RMD Technology in its 3,500-home mass housing project at Bangalore**
- **Ministry of Urban Planning and Poverty Alleviation has also adopted this technology in delivering houses through State Slum Clearance Boards at various locations**



### UltraTech Gives Shape to Hyderabad's Dream Metro

Upon completion, the Hyderabad Metro Rail will be the world's largest elevated metro rail project built through public-private partnership. Covering a distance of 72 km, the Metro is estimated to carry around 15 lac passengers by 2016-17. This will address both traffic congestion as well as the resultant air pollution.



**ULTRATECH HAS PARTNERED WITH L&T FOR THE HYDERABAD METRO RAIL PROJECT. IT HAS OVER 80% SHARE OF BUSINESS.**

### Smoothering India's Road to Prosperity - White Topping Technology

At UltraTech, we have always endeavoured to make life simpler and joyful by using cement and concrete innovatively.

**THE BANGALORE MYSORE INFRASTRUCTURE CORRIDOR (BMIC) PROJECT IS ONE OF LARGEST WHITE TOPPING PROJECTS IN THE COUNTRY AND, PERHAPS ACROSS THE WORLD.**

**ULTRATECH'S READY MIX CONCRETE SUPPLY FOR BMIC PROJECT AT BANGALORE BAGGED THE CONSTRUCTION INDUSTRY DEVELOPMENT COUNCIL (CIDC)'S VISHWAKARMA AWARD 2014.**

White topping concrete is a Portland cement concrete based layering alternative for existing asphalt roads, and is a revolutionary alternative to traditional asphalt overlays. It enhances the durability and ride quality of a road, is completely recyclable, lasts longer and is cost-effective. It is a sustainable choice for making urban roads and national highways.





We aim to take product responsibility beyond our factory premises. Therefore, in addition to ensuring that our cement reaches the customer in an environmentally sustainable manner, we also emphasise on responsible sourcing and use.

For efficient monitoring, our value chain responsibilities are bifurcated into two functions:



**PROCUREMENT  
MANAGEMENT**



**LOGISTICS  
MANAGEMENT**

## Procurement Management

Sourcing quality raw materials at competitive prices enables us to offer our clients the best products at optimal rates. Despite being a brick and mortar industry, we have pioneered and leveraged technology for sourcing materials more efficiently and effectively.

- 1 Planning** We have a robust monthly Sales and Operations planning system which enables us to define accurate targets for all plants and markets.
- 2 Order Management** Our customised online order management system enables us to capture customer requirements in minute detail.
- 3 Enhanced Visibility** We have also implemented mobility based systems to provide us visibility of inventory at secondary execution points like warehouses and railway yards.



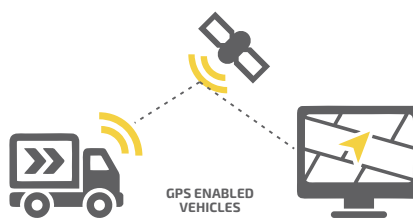
## Logistics Management

In FY 2014-15, we processed an average of 15,000 orders per day through a network of 16,465 dealers and around 46,000 retailers across 22,443 cities. This supply chain is complemented by a robust network of manufacturing plants, sales offices, warehouses and railheads.

Managing such a large scale and complex distribution demands streamlined systems for optimal resource utilisation. We have around 5,000 dedicated GPS-enabled vehicles which provide customers the visibility of expected time of delivery.

Today, an UltraTech dealer can book orders from a PC, mobile phone, customer service centre, or by contacting our dedicated order booking team 24x7. At few major urban markets, we have set up Customer Service Centers which act as single point for customer interactions. In cities like Mumbai, all our dealers book orders through our online order management system.

Our sales force that is always on the move, is also equipped with a mobile Sales Force Automation tool which enables them to improve the quality of customer interactions.

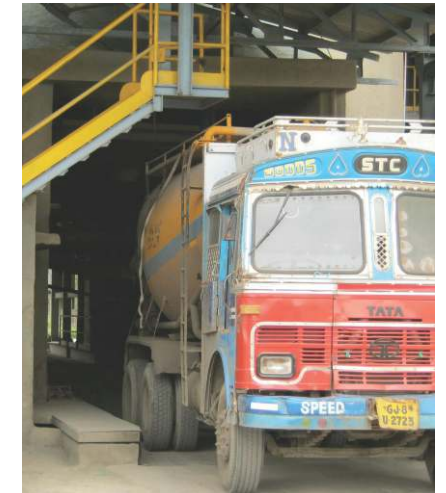


## Eye on Wheels – Kotputli Cement Works

To enhance logistics productivity, UltraTech has introduced a unique 'Eye on Wheels' system for reducing truck turnaround times. The moment a truck arrives at the gate, it is identified by a sensor and registered in the system. The Dispatch Instructions / Lorry Receipt (DI/LR) is issued by the concerned department and the vehicle sequencing position and allotted packer number is displayed to the driver. After making an entry into the plant, vehicles approach the automated weigh bridges for weighing and go to the final destination for loading or unloading.

The 'Eye on Wheels' system has reduced the truck turnaround time at the unit significantly.

Eye on Wheels has been piloted at Kotputli Cement Works, and we have plans to introduce this system in our other plants as well.



## Expert Assistance for Concrete Solutions

Concrete is perishable by nature and has limited shelf-life of about 2 hours within which it needs to be transported to the building site. The worsening traffic conditions and the municipality restrictions in cities are continuous impediments to supply chain movement of truck mixers.

UltraTech has a fleet of application engineers who are posted at the customers' sites during the concreting process. They educate the customer and supervise the pumping and laying of concrete.



## BENCHMARKING & BEYOND

Our products have not only got the approval of our customers, but also resulted in multiple recognitions and accreditations.

- All our product specifications comply with the applicable country and region-specific standards like the BIS, European and Sri Lankan codes and are made available to our customers through test certificates and packaging disclosures. The information provided also includes the physical and chemical properties of each product, over and above the traceability data.
- Our modern manufacturing units are accredited with the highest quality standards and certifications such as ISO 9001, ISO 14001 and OHSAS 18001.



**ULTRATECH CEMENT -  
WINNING CONSUMERS' HEARTS**

In a span of just six years since it was launched, UltraTech achieved the status of a Super Brand. It is also one of Asia's Most Promising Brands in the Construction Industry as per a survey conducted by iBrands World Consulting And Research Corporation. UltraTech is one of the youngest brands in India to achieve this feat.

## environmental performance

Tail-pipe management should be the last resort. Fighting the cause of environmental degradation creates a stronger and strategic impact than fighting its effects. 'Reduce', therefore dominates the 3R approach across our operations. Currently, out of the total cement production 63% is blended cement which comprises alternative materials such as fly ash and slag.

Environment sustainability continues to be integral to all our business processes and decisions. We ensure that the environment activities are responsibly executed, closely tracked, meticulously measured and transparently reported.

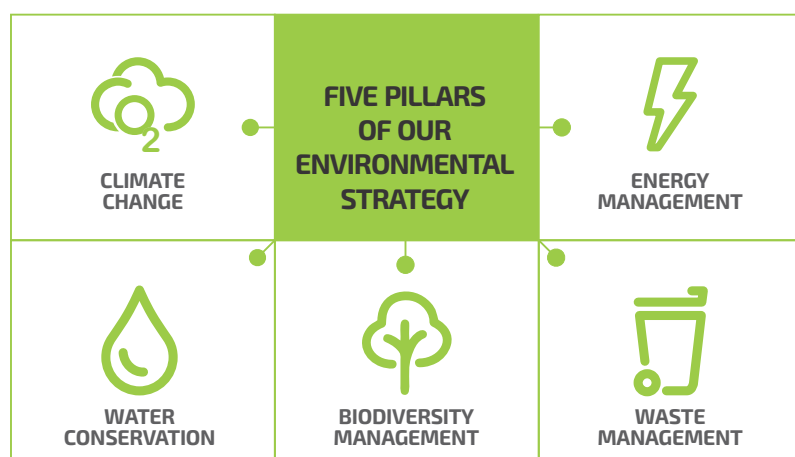
Being one of the earliest proponents of alternative fuel usage, waste heat recovery and other environment friendly practices in the country, we continue to raise the bar of our environmental performance.

preservation  n is better than cure



**2,196**  
million INR  
invested in  
environment

During the reporting period, we made significant progress on our environment agenda and invested INR 2,196 million (USD 35 million) across the following five pillars of our environmental strategy:



## CLIMATE CHANGE

UltraTech is one of the early adopters of climate positive practices in the cement industry and follows the Cement CO<sub>2</sub> and Energy Protocol as prescribed by the Cement Sustainability Initiative (CSI). The protocol addresses all direct and the prime indirect sources of CO<sub>2</sub> emissions related to cement manufacturing and on-site power generation in absolute as well as specific (unit-based) terms.

**WE HAVE SET A TARGET TO REDUCE 2.96% CO<sub>2</sub> EMISSION INTENSITY, AT A RATE OF 0.5% ANNUALLY, UP TO 2015-16, WITH 2009-10 AS THE BASELINE YEAR. THIS INCLUDES CO<sub>2</sub> EMISSIONS FROM OUR SUBSIDIARY COMPANY, STAR CEMENT.**



To achieve this target, we have undertaken a series of initiatives. Some of the notable ones include:

**Replacement of traditional fuels with alternative fuels**

**Implementation of Waste Heat Recovery systems at multiple locations**



**Study of 10 electrostatic precipitators through process simulation and incorporation of improvements to meet the revised emission norms of 30mg/Nm<sup>3</sup>**

**Installation of online monitoring systems at all integrated plants**

**Improvement in energy efficiency through plant and process modernisation**

**Usage of clinker additives to reduce the amount of clinker produced**

## Monitoring Emissions

In our cement operations total specific emissions (direct) witnessed an increase of 1.6% in FY 2014-15, as compared to the previous year. This increase was due to an increase in the clinker factor.

At our RMC operations, direct specific emissions decreased by 8% and indirect specific emission decreased by 4% in FY 2014-15, compared to last year.

Our Scope 3 emissions for inbound transportation (transportation of raw materials) decreased by 11% whereas employee related travel decreased by 0.2%. The total Scope 3 emissions were 3.477 million tonnes/year in FY 2014-15.

## Climate Disclosure Leadership Index (CDLI)

UltraTech participated in the CDP programme for the reporting period. This year our focus was to provide comprehensive information on integration of climate change strategy into our business strategy and the process of risk management and its outcomes. We also improved our reporting scope on the risk and opportunities arising from climate change, by estimating the financial impact the risk had on the business and determining its management cost. This transparency in disclosure led UltraTech to be one amongst the 31 companies to be included in CDP's Climate Disclosure Leadership Index (CDLI)<sup>1</sup>.

**THE CUT OFF BENCHMARK SCORE FOR INCLUSION IN CDLI - WAS RAISED FROM 80 IN 2014 TO 90 IN 2015. ULTRATECH HAS SHOWN A REMARKABLE IMPROVEMENT, BY ACHIEVING A SCORE OF 95 COMPARED TO 77 IN 2014, A 23% JUMP. THIS DEMONSTRATES THE EFFORTS THAT HAVE BEEN MADE TO IMPROVE THE COMPLETENESS AND TRANSPARENCY OF OUR DISCLOSURE.**

## ABSOLUTE GHG & ODS EMISSIONS

Parameter	Units	CEMENT			RMC		
		FY 2012-13	FY 2013-14	FY 2014-15	FY 2012-13	FY 2013-14	FY 2014-15
Direct CO <sub>2</sub>	Thousand tCO <sub>2</sub> /year	32,250	32,203	36,437	4.49	4.17	3.90
Indirect CO <sub>2</sub> (external power)	Thousand tCO <sub>2</sub> /year	660	684	728	6.80	7.41	7.22
Indirect CO <sub>2</sub> [clinker imports (+)/export (-)]	Thousand tCO <sub>2</sub> /year	(-) 681	(-) 498	(-) 849	NA	NA	NA
Total use of ODS	Equivalent tonne	0.38	0.33	0.26	0	0	0

## SCOPE 3 EMISSIONS

Units	CEMENT		
	FY 2012-13	FY 2013-14	FY 2014-15
Thousand tCO <sub>2</sub> /year	NA	1,358,727	3,477,097

## SPECIFIC GHG EMISSIONS

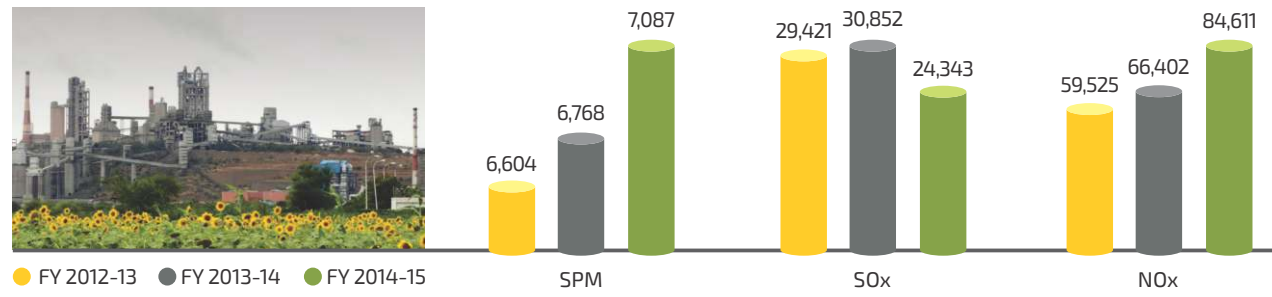
Parameter	Units	CEMENT			RMC		
		FY 2012-13	FY 2013-14	FY 2014-15	FY 2012-13	FY 2013-14	FY 2014-15
Specific Direct GHG Emissions (in kg CO <sub>2</sub> /tonne of cementitious material produced)	Thousand tCO <sub>2</sub> /year	634.65	633.54	643.52	1.21	1.12	1.03
Specific Indirect GHG Emissions (In kg CO <sub>2</sub> /m <sup>3</sup> of concrete produced)	Thousand tCO <sub>2</sub> /year	15	15	15	1.84	1.98	1.91

<sup>1</sup><https://www.cdp.net/CDPResults/CDP-India-climate-change-report-2015.pdf>



## SO<sub>x</sub>, NO<sub>x</sub> & SPM EMISSIONS

In Tonnes/year



## ENERGY MANAGEMENT

To efficiently manage our energy consumption and mix, we concentrate on three focus areas:



### Energy Efficiency via Process Efficiency

Over and above the cumulative energy savings of 340,837 GJ in FY 2012-13 and FY 2013-14, we were able to gain additional savings of 129,506 GJ in FY 2014-15.

The credit of this savings goes to the focused energy management efforts across all stages of production. Few of these initiatives are detailed below:

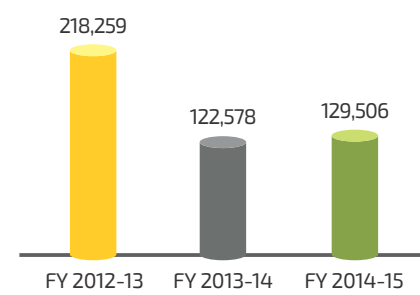
- Power consumption at the two Power Plants of Birla Super Bulk Terminal, Doddaballapur was reduced by 10,692 kWh per year by replacing 90 Metal Halide lamps with CFL lamps
- Awarpur Cement Works, Maharashtra increased cooler recuperation efficiency from 63% to 71% by replacing FLS Folax cooler with latest generation FLS cross bar cooler. As a result, heat losses from cooler reduced by 20 Kcal/kg clinker
- Various energy efficiency initiatives at our Gujarat Cement Works plant like modification of fan inlets, installation of vortex plates and static guides led to energy savings of over 11 lac kilo watt per year

#### ENERGY SAVINGS THROUGH

- ✓ Process Optimisation
- ✓ Utility Optimisation
- ✓ Better Operational Control

#### ENERGY CONSERVED

GJ



## Waste Heat Recovery

Recycling waste to recover energy



Waste Heat Recovery System at Rajashree Cement Works, Karnataka

UltraTech is one of the early adopters of Waste Heat Recovery System (WHRS) in the Indian cement industry.

#### Advantages of WHRS

- Carbon footprint reduction, PAT (Perform Achieve Trade) benefits, reduction in production cost/unit, etc.
- As fossil fuels become scarcer and power costs edge higher, waste heat recovery is going to be a viable option to gain cost leadership in manufacturing.

Thus it's no surprise that WHR is now a strategic part of power projects in all our operating integrated plants and upcoming projects.

During the year, 2% of our total power requirement was met through WHRS.

#### Progress on WHRS

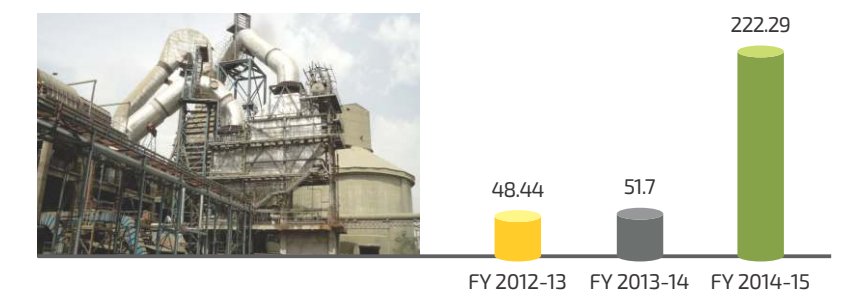
During the reporting period, we commissioned Waste Heat Recovery Systems at: Rawan Cement Works, Chhattisgarh | Awarpur Cement Works, Maharashtra | Rajashree Cement Works, Karnataka | Aditya Cement Works, Rajasthan

These new projects have a potential to generate 340 million units of electricity and the consequent reduction in fuel consumption by 220,000 tonnes of coal.

Post completion of the WHR power projects in these four plants, our combined capacity has risen to about 33 MW, making us the leader in Waste Heat Recovery Systems in the Indian cement industry.

#### ENERGY RECOVERED THROUGH WHRS

TJ





## Renewable Energy



During the reporting period, the share of alternative fuels in total fuel consumption was 3%, higher by over 50% as compared to the previous year.

### Thermal Power

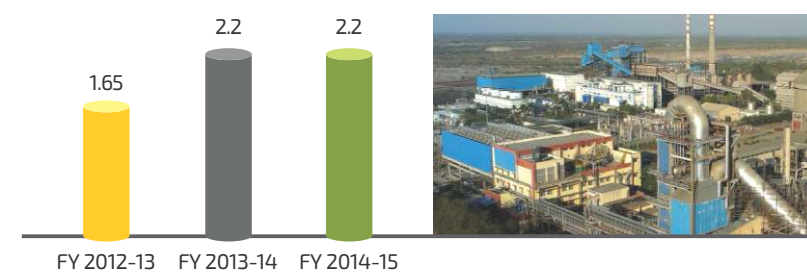
We commissioned two thermal power plants during the reporting year:

- 25 MW plant at Rajashree Cement Works, Karnataka
- 25 MW plant at Andhra Pradesh Cement Works

As a result, our thermal power capacity increased to 717 MW. All our integrated units are now self-powered and some of them also generate surplus power which is utilised in our grinding units.

Cooler modifications implemented in Hirmi Cement works, Awarpur Cement Works and Rajashree Cement Works-Line III will result in savings of 24,000 tonnes of coal per annum.

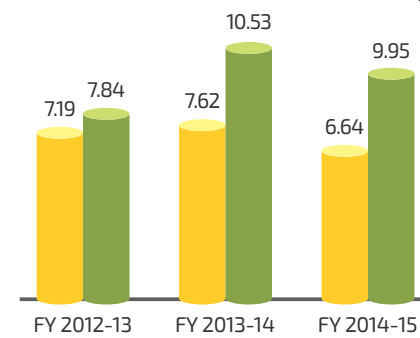
### TOTAL ALTERNATIVE FUEL RATE (% of thermal energy consumption)



### Wind and Solar Energy

We generated 4 MW of power through solar panels and wind mills.

### RENEWABLE ENERGY PRODUCED TJ



- Wind Energy - At Reddipalayam Cement Works
- Solar Energy - At Rawan, Hirmi, Aditya, Kotputli, Rajashree, Awarpur, Reddipalayam

## Energy Performance

### DIRECT ENERGY CONSUMPTION - Production PJ

Parameter	CEMENT			RMC		
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2012-13	FY 2013-14	FY 2014-15
Coal and Lignite	63.33	57.31	57.95	0	0	0
Pet Coke	38.79	47.83	56.98	0	0	0
Waste Fuel	1.84	2.32	2.57	0	0	0
Others (Includes diesel oil, furnace oil, LDO and other fuel)	0.3	0.52	0.42	0.033	0.033	0.032
Mining and Transportation	0.96	0.8	0.98	NA	NA	NA
<b>Total</b>	<b>105.22</b>	<b>108.78</b>	<b>118.90</b>	<b>0.033</b>	<b>0.033</b>	<b>0.032</b>

### Captive Power Plant

Coal and Lignite	28.48	29.7	32.38	0	0	0
Pet Coke	10.02	10.1	13.19	0	0	0
Other Fuels	0.84	0.51	0.15	0.039	0.024	0.023
<b>Total</b>	<b>39.34</b>	<b>40.31</b>	<b>45.72</b>	<b>0.039</b>	<b>0.024</b>	<b>0.023</b>

### INDIRECT ENERGY CONSUMPTION TJ

Parameter	CEMENT			RMC		
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2012-13	FY 2013-14	FY 2014-15
Electricity Purchased	2,719	2,428.62	2,737.53	29.84	32.53	31.42
Electricity Sold	77.71	40.22	40.69	0	0	0

### SPECIFIC ENERGY PERFORMANCE TJ

Parameter	CEMENT GJ/tonne of Cementitious Product			RMC GJ/100 m <sup>3</sup> Concrete Produced		
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2012-13	FY 2013-14	FY 2014-15
Specific Direct Energy Consumption	3.24	3.35	3.34	1.95	1.52	1.44
Specific Electricity Purchased	0.06	0.05	0.06	0.81	0.87	0.83

### SPECIFIC HEAT ENERGY - Cement

GJ/tonne of Cementitious Product			
FY 2012-13	FY 2013-14	FY 2014-15	
2.32	2.34	2.32	

### ABSOLUTE HEAT ENERGY

Tonnes TJ/year			
Parameter	FY 2012-13	FY 2013-14	FY 2014-15
Total Cementitious Product	44,646,797.67	44,566,233.9	49,287,144.48
Total Heat Consumption in Kiln	102,001	102,115	114,183



## WASTE MANAGEMENT

At UltraTech, we pursue a two-pronged approach for efficient waste management –

**We use our raw materials judiciously to minimise waste generation**

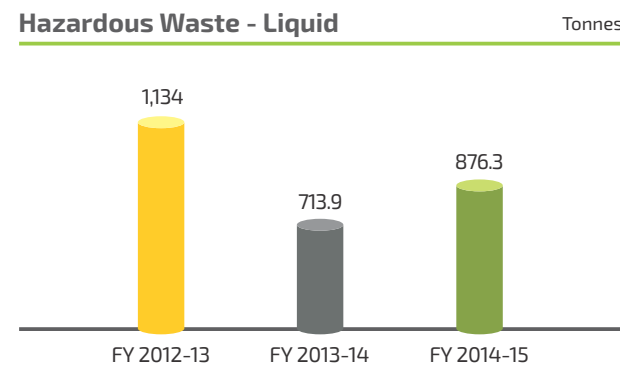
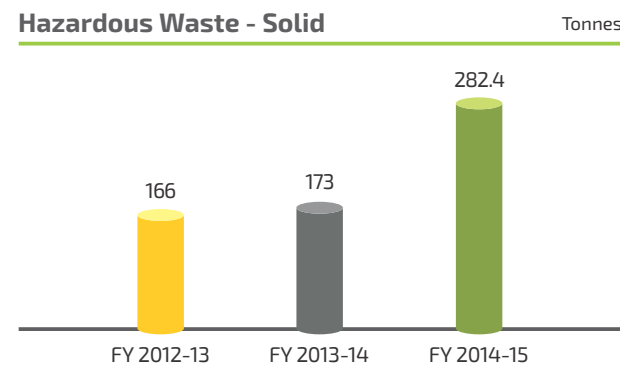
**We ensure that a large part of our waste is upcycled for productive uses. For e.g. fly ash generated from our captive power plants is used for blending cement**



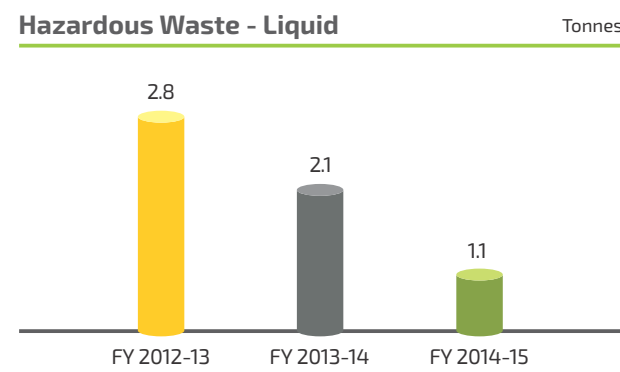
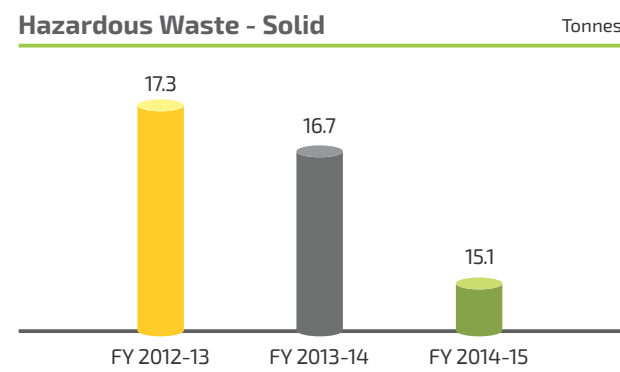
### Waste Management Performance

In our cement business, total hazardous waste (solid + liquid) disposed increased by 31% in FY 2014-15 in comparison to the previous year due to an increase in the production of cementitious products. For RMC, it decreased by 14% compared to previous year due to reuse of oil.

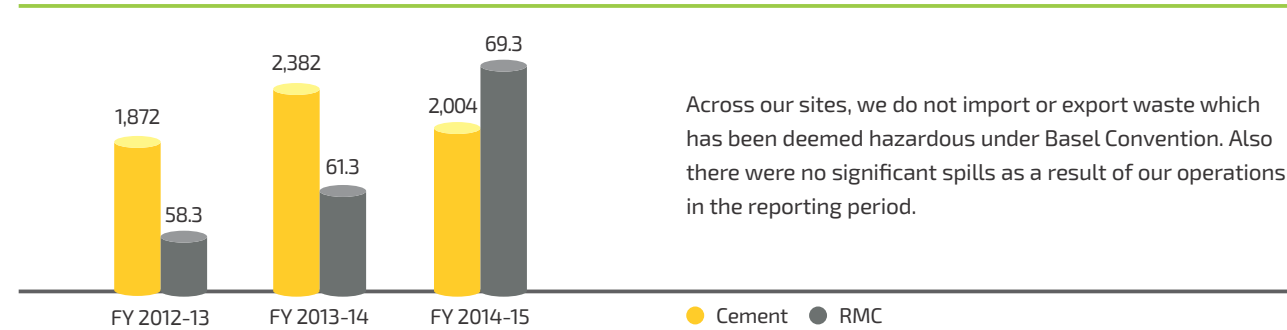
#### HAZARDOUS WASTE DISPOSED - CEMENT



#### HAZARDOUS WASTE DISPOSED - RMC



#### NON-HAZARDOUS WASTE DISPOSED - SOLID



Across our sites, we do not import or export waste which has been deemed hazardous under Basel Convention. Also there were no significant spills as a result of our operations in the reporting period.

## Constructive Use of Waste Material

### ALTERNATIVE FUEL

During the reporting year, our alternative fuel consumption rose to 202,180 Tonne (UltraTech + Star Cement), a healthy 8% increase in our thermal substitution rate. As a result, we reduced our coal requirement by 86,750 tonnes.

The reporting period also witnessed the successful commissioning of Alternate fuel processing and feeding systems in Gujarat Cement Works and Reddipalayam Cement Works. Additionally, a full-fledged testing facility for alternate fuel was commissioned at our plant in Reddipalayam, Tamil Nadu. We are in the process of setting up a similar laboratory at Gujarat Cement Works.

### ALTERNATIVE MATERIAL

We have made the use of alternative materials a strategic priority in order to reduce the consumption of natural resources and to extend the life of the quarries.

We use waste materials such as chemical and marine gypsum as additives and fly ash and slag from thermal power plants and steel plants for blending. This ensures conservation of natural resources and productive use of waste.

Currently such waste constitutes 13.54% of the total raw material used.



### RECYCLED MATERIAL CONSUMPTION - BY CATEGORY

Parameter	CEMENT			RMC		
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2012-13	FY 2013-14	FY 2014-15
Fly Ash	6,477.71	6,626.78	7,757.01	234.5	266.41	268.70
Slag	839.25	758.41	512.156	36.4	44.06	69.45
Waste Materials as Gypsum (Also includes Chemical & Marine Gypsum)	964.95	964.07	901.84	0	0	0
Silica Fume	0	0	0	1.78	0.87	0.56
Other Industrial Wastes	169.78	121.36	133.92	0.0024	0.707	0.67
Recycled Material Used	8,452	8,471	9,305	273	312	339

### TOTAL MATERIAL CONSUMPTION

Parameter	Units	CEMENT			RMC		
		FY 2012-13	FY 2013-14	FY 2014-15	FY 2012-13	FY 2013-14	FY 2014-15
Natural Raw Materials	Million Tonnes	53.09	53.26	59.44	7.06	7.10	7.36
Associated Materials	Tonnes	21,746	22,979	26,392	32.44	36.78	37.62
Semi Manufactured Goods	Thousand Tonnes	14.97	5.24	9.03	74.75	66.36	78.94
Packaging Materials (Plastic and paper bags)	Thousand Tonnes	59.03	59.5	56.79	NA	NA	NA



## WATER CONSERVATION

Water is conserved, recycled and reused at all our units and plants. Around 38% of our water requirement is met through rainwater harvesting and around 11% of the water consumed is recycled or reused.

During the reporting year, we scaled down our specific water consumption from 328 to 309 Litre per tonnes of cementitious material in our cement business and from 319 to 317.30 Litre per m<sup>3</sup> of concrete produced in our RMC business.

### Water Conservation Initiatives

Rainwater harvesting, groundwater recharging, recycling wastewater and reducing the usage of fresh water are standard operating procedures at our manufacturing plants.

#### CASE STUDY

##### RAINWATER HARVESTING AT VIKRAM CEMENT WORKS



VCW BECAME A WATER POSITIVE UNIT. OVER 4.5 MILLION M<sup>3</sup> WATER WAS STORED IN THESE MINE PITS AND 100% REQUIREMENT OF WATER FOR THE UNIT WAS MET FROM THIS HARVESTED WATER.

Khor village in Madhya Pradesh is a water-starved region. The villagers had to travel miles to fill few pots of water. In summer, the situation used to become really grim. The team at Vikram Cement Works, Khor decided to ease the situation and took up the task of water conservation and harvesting.

The entire area had several old mine pits which could be repurposed to harvest rainwater. With this objective in mind, they examined the local drainage system and seasonal nullahs around the mining area. As per the advice of technical experts, they constructed check dams and canals for controlled diversion of water into mine pits from seasonal nullahs. The results of this simple yet innovative activity were outstanding.

It recharged the local aquifer, which in turn resulted in higher agriculture yield for the villagers

Water was made available round the year to three nearby villages through a pipeline

Around 15 villages consumed this water during summer

A similar initiative was replicated at Rawan Cement Works in Chhattisgarh and it resulted in creation of water storage capacity of approx. 1.6 million m<sup>3</sup>.



#### CASE STUDY

##### GROUNDWATER RECHARGING AT KOTPUTLI CEMENT WORKS



RAINWATER HARVESTING POTENTIAL OF 1,596,861 M<sup>3</sup>/YEAR ON AVERAGE RAINFALL

The Kotputli region of Rajasthan is a water scarce region. The only source of water for agriculture, domestic and industrial use is groundwater. We implemented a number of rainwater harvesting initiatives not just in the area surrounding the mines but also within our plant and colony:

##### IN THE PLANT

Constructed five injection well rainwater harvesting structures plus a recharging reservoir along with de-silting & filter pits

Constructed three dug well rainwater harvesting systems along with de-silting and filter pits

These structures are connected with the roof of the entire building, the paved areas and the roads through storm water drains

##### IN THE COLONY

Constructed a recharging dug well along with de-silting & filter pit and two recharging injection wells along with filter pits

These structures are connected with the roof of the entire building, the paved areas and the roads through storm water drains

##### IN & AROUND THE MINES

Developed five recharging reservoirs/ponds and the rainwater of the entire mine area and nearby areas was channelised through natural slopes, catch drains, diversion channels, and garland drains

##### VOLUME OF WATER HARVESTED

M<sup>3</sup>

Location	In the Plant	In the Colony	In the Mines Area
<b>Total Expected Water Harvest</b>	240,811	184,397	828,356

The most important initiative to harvest rainwater was connecting surface drains with four man-made ponds. These ponds collected all the surface run-off water during monsoon. This initiative not just harvested water but also recharged groundwater. To further supplement groundwater recharging, 16 artificial recharge structures were built inside the cement plant, colony, and nearby mines.

##### RESULTS

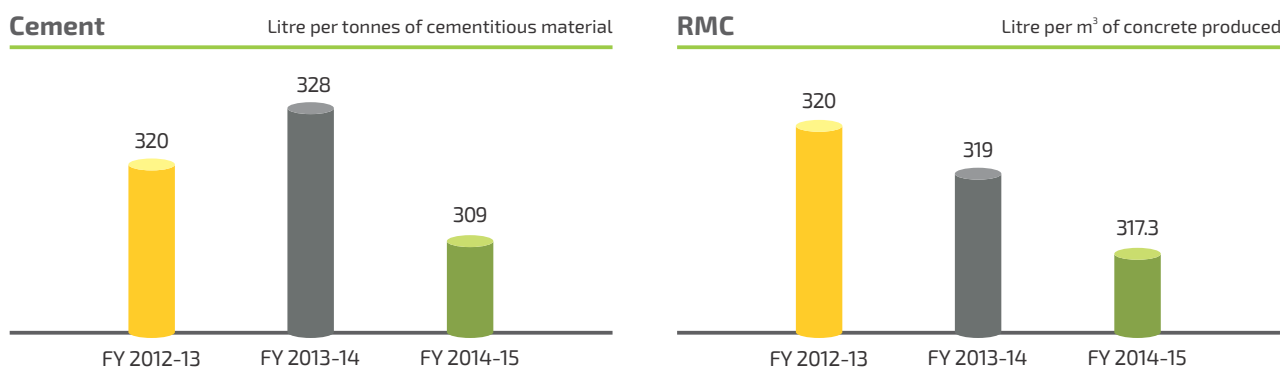
1.76 MCM per year recharge of groundwater

0.5 to 1.0 meter increase in groundwater levels in nearby areas



WATER WITHDRAWAL BY SOURCE						
Parameter	CEMENT			RMC		
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2012-13	FY 2013-14	FY 2014-15
Surface Water	7.29	5.59	5.89	0	0	0
Groundwater	3.69	3.08	3.19	0.63	0.52	0.49
Rainwater	4.62	5.57	5.75	0.01	0.01	0.01
Water from Municipality	0.26	0.42	0.40	0.55	0.67	0.70
<b>Total Water Withdrawal</b>	<b>15.86</b>	<b>14.66</b>	<b>15.23</b>	<b>1.19</b>	<b>1.2</b>	<b>1.2</b>
Water Recycled and Reused (% of water withdrawn)	15.84	12.13	10.99	5.91	6.98	5.20

### SPECIFIC WATER CONSUMPTION



## BIODIVERSITY MANAGEMENT

We have been consistently investing in biodiversity initiatives in and around our plants and quarry sites. Tree plantation drives form a major part of our biodiversity activities.

During the reporting period, our cement business alone planted 240,556 saplings and meticulously maintained them to achieve a survival rate of 85.81%.

### PLANTATION DASHBOARD

Parameter	CEMENT			RMC		
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2012-13	FY 2013-14	FY 2014-15
Total number of Saplings Planted (nos.)	279,316	311,663	240,556	3,564	3,297	3,101
Saplings Survival Rate (%)	84.86	86	85.81	85	86	77

### Green Belt Development

Our units have taken up a number of initiatives to convert dug up mines into green belts, spearheading innovative afforestation programmes and rejuvenating local biodiversity.

## NARMADA CEMENT JAFRABAD WORKS

### Artificial Lake

Out of a total 24.11 hectare mined area, 12.30 hectares were reclaimed with overburden sand up to a height of 10 metres and the remaining area was developed as an artificial lake. Waste produced while creating this artificial lake was used to cover slopes of reclaimed area to prevent blowing & washout of sand.

The lake has been created at the lowermost level in mine and rainwater is diverted to it through garland drains, culverts & earthen check dams. The rainwater which cannot be diverted into the artificial lake is being allowed to percolate in the area with the help of check bunds.

The stored water is utilised for cultivating plantation in the rehabilitated area. Fish farming has also been undertaken in the lake.



### Green Carpeting



Large-scale plantation has been carried out over the years in and around mines, plant, colony and surrounding areas. This has resulted in regeneration of barren land with nearly 2.0 lac trees surviving in the area.

Due to this plantation, the adverse effect of saline winds has been reduced to a great extent. The soil has got firmly bound and the sand has transformed into sandy loam capable of supporting vegetation.

### Top Soil Management

Topsoil was salvaged before mining operation or other surface disturbances and was given to local villagers to spread in their fields and thereby increase their crop yield.

## REDDIPALAYAM – VILIPERINGIYAM LIMESTONE MINE

The 35 hectare exhausted mine pit was restored. About 10 hectares was converted into a water reservoir, while rest of the area was reclaimed and rehabilitated.

About 7.5 million tonnes of overburden was re-handled and used for refilling the exhausted pit. About 12,000 saplings of various species were planted in consultation with District Forest Officer.

Trial studies are under progress to determine the feasibility of developing a bamboo plantation. If successful, these can be used as alternate fuel in the manufacturing plant.



## REDDIPALAYAM CEMENT WORKS

In an innovative initiative, the Reddipalayam plant took up the drive to encourage employees to plant trees equivalent to their vehicle emissions. For e.g. an employee commuting to office in a car emits 332 kg of CO<sub>2</sub> per year. He needs to plant 17 trees to equalise his CO<sub>2</sub> emission for one year. As part of the initiative, 875 trees were planted by 150 employees of the unit.





## RAJASHREE MINES



Extensive plantation was done along the lease boundary and on the top soil dump to prevent soil erosion. These afforestation activities were carried out by the in-house horticulture department and the rural development centre with active involvement of local villagers, employees and their families.

Over and above the extensive plantation drives carried out as part of 'Mine Environment and Mineral Conservation Week' and 'World Environment Day' celebrations, Rajashree mines also developed a "birthday park" where employees plant saplings on their birthday.

## ARABIAN CEMENT INDUSTRY LLC (ACI), ABU DHABI, UAE



1,129 saplings were planted. Grass lawns were developed.

More than 150 pigeons and 100 - 150 of sparrows are being bred in a natural environment.

## Safety Performance

Cement makes our buildings stronger and makes us feel safer. Naturally, its production should be a safe process as well. In 2009, the UltraTech leadership decided to focus on safety with the goal -

**ZERO HARM | ZERO INJURIES | ZERO EXCUSES**

Through a strategic collaboration with DuPont, a global leader in sustainability solutions, efforts were made to introduce and instill a comprehensive safety culture.

We focus on the safety of all our stakeholders - employees, contractors, suppliers and communities. We have in place 29 critical standards that are mandatory at all our facilities. We have a zero tolerance policy for safety breaches and conduct business with only those vendors who are approved on stringent safety parameters.

*For a more detailed information about our safety journey, please refer to UltraTech Sustainability Report 2012-14.*

“ **THROUGH CONTINUED FOCUS ON SAFETY AND COMPREHENSIVE COMPANY-WIDE POLICIES & PRACTICES, WE RECORDED ZERO FATALITIES DURING THE YEAR.** ”

## SAFETY STRUCTURE & REINFORCEMENT

Safety is part of our core philosophy. Hence it permeates our operations in a top-down manner.



- Our Safety Board is chaired by the Managing Director and bifurcated into eight sub-committees, each chaired by a Unit Head.
- Visible Safety Training is carried out for the line managers and front line engineers by leadership teams. **Over 2,800 employees underwent this training in FY 2014-15.**
- Employee Actions to Improve Safety (EAIS) training is conducted for front line engineers and workers to raise risk perception as well as promote self and peer corrections amongst the workforce. **Over 7,000 workers attended the training during the year.**
- Our Safety mascot, Zekk continues to share safety learning, tips and slogans across the organisation regularly.

During the year, over 210,000 safety observations were carried out by our employees. Safety focus at project sites was maintained by the project leadership team.

As a result of our continued and relentless focus on Safety, we have seen a marked decrease in the instances of injuries. We are happy to report that 2014-15 was a fatality-free year for UltraTech.

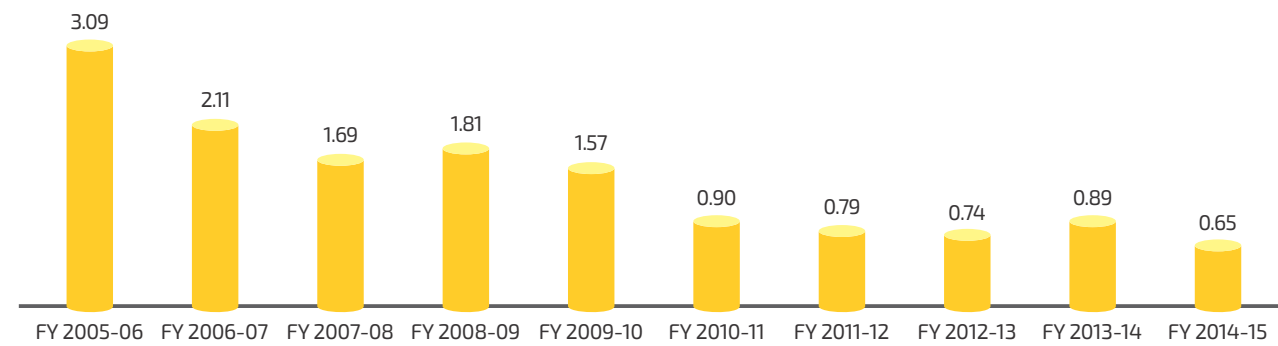


## SAFETY REPORT

Parameter	FY 2012-13		FY 2013-14		FY 2014-15	
	UltraTech	UltraTech + Star Cement	UltraTech	UltraTech + Star Cement	UltraTech	UltraTech + Star Cement
Directly Employed	1	1	1	1	0	0
Indirectly Employed	4	4	3	3	0	0
Involving Third Party	2	2	2	2	1	1

## LTIFR

per million man-hours



This data is for direct employees.

### INITIATIVE

#### TAKING SAFETY BEYOND WORKPLACE

For safety to become a culture, it has to be comprehensive and all-inclusive. Hence, an 'Off-The-Job' Safety (OTJS) sub-committee has been constituted to cascade safety best practices to not just the residential township, the employee's homes and public infrastructure, but also to the contractors, suppliers, visitors and other stakeholders.

The six to seven-member site-level committees have representatives comprising Functional Heads, HODs and Section Heads. Other members from any other areas may be opted or invited as and when needed.

Here are the mandated responsibilities and deliverables of the OTJS sub-committee:

- Finalising strategies, plans & policies and obtaining approval from Safety Board
- Ensuring effective implementation of the recommendations at all areas under its operation and control through defined timelines and responsibilities attached to individuals
- Collaborate with Apex Committees at respective site locations to monitor overall safety performance of the site

### INITIATIVE

#### SAFETY PRACTICES THAT LED TO ZERO FATALITY

This year, we witnessed a significant achievement of 'zero fatality' in our operations. This is a result of the comprehensive and strategic plans and practices introduced across the organisation since 2009.

We have embraced Safety as a core belief with the theme, 'Life is Precious; We care for it!'. Here are some of the highlights of our safety best practices this year:

- Visible Felt Leadership programmes were conducted at all sites including senior executives from Manufacturing, RMC and Marketing
- Training programmes on Employee Action in Improving Safety (EAIS) were conducted across all sites
- During the year, we carried out more than 210,000 observations across all plants. In FY14, there were 120,000, while in FY13 there were 76,000 observations



## CASE STUDY

### EXPANDING OPERATIONS WITH ZERO FATALITIES



#### Expansion of Aditya Cement Line III

The expansion project was carried out by a workforce of 3,500 and spanned 2.45 million man-days. The team achieved the feat of 'million accident-free man-days' twice.

The deployment of safety at the project was three-fold:

- Technical team of 51 members formed a 'Line Function' for enforcing safety standards on day-to-day activities
- A team of 22 individuals comprising four employees and 18 qualified outsourced stewards, facilitated safety culture at site and enforced the implementation of safety standards
- An experienced safety consultant from DuPont visited the worksite on a regular basis, to ensure adherence to safety measures

#### Upgradation Work at Awarpur Cement Works

A wide range of safety initiatives were enforced during the upgradation of cooler and reverse air bag house. These included:

- Deployment of experienced safety stewards at all levels
- Focus on safety right from mobilization stage
- Use of full-fledged scaffolds for working at heights
- Working in shifts to avoid exertion on manpower
- Compliance to safety processes like CFSA, SO, HIRA, SWP, PTW
- Engagement with workforce through daily safety rounds by senior personnel, safety motivational programmes, and morning safety talk with each group of workmen

**In all, the team identified and corrected more than 70,000 unsafe actions throughout the course of the project.**



people  
performance

When it comes to people policies, we have turned the paradigm on its head. Employees are first on our list. We believe that employees are our true assets and the key differentiator. They are our competitive edge. Thus we leave no stone unturned when it comes to their safety, job satisfaction, motivations, recognitions and consistent growth.

a company is  
known by the

employees  it keeps

**324,016**  
Total Training  
Hours during  
FY 2014-15

**Our people make a world of difference in our endeavour to build a beautiful world. In an industry that at first glance seems homogenised, our employees and workers are the core differentiators.**

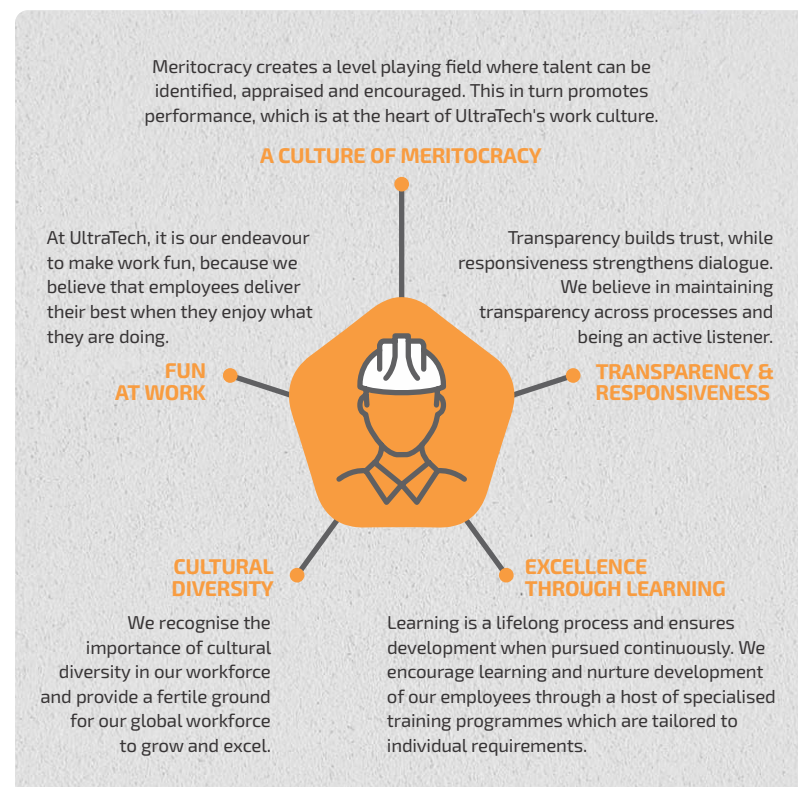
**In order to keep these growth engines of our business motivated and passionate, we maintain a sharp focus on their well-being.**

This year, Aditya Birla Group introduced One HR, an ambitious project for streamlining HR process across the Group so as to provide a uniform working environment and experience to all employees across units, verticals and businesses.

The 'Employee Value Proposition' (EVP) at UltraTech is a promise we make to every employee. It fosters a better and more secure work environment and is based on the following 4 pillars of opportunity:



We deliver on our EVP through the following five talent tenets:



### OUR TALENT STRENGTH

Parameter	FY 2012-13	FY 2013-14	FY 2014-15
No. of Employees (in Nos.)	12,852	13,420	14,724
Attrition (in %)	4.86	8.03	5.3

### FOCUS

The Aditya Birla Group has business interests spanning 36 countries, with over 120,000 employees from 42 nationalities. In a business of our size and stature, which has grown through organic and inorganic means, there was a pressing need for a common HR process across verticals, in order to provide a seamless and consistent employee experience. Thus was born - One HR.

### ONE FOR ALL

One HR is a comprehensive, compelling and ambitious strategy that aims to align HR functions across the Group's businesses. It envisions the Aditya Birla Group as a preferred global employer, a valuable brand and great place to work. At UltraTech, we have flagged off One HR with a new Business HR structure.

## WORKFORCE MANAGEMENT

To fulfil our leadership ambitions and achieve our growth targets, it is vital that we attract the brightest talent, optimally leverage internal capabilities and retain all our performers. Some of the initiatives that help us create and sustain a motivated talent pool are:

### Orientation Process

It is said that well begun is half done. Every new employee at UltraTech undergoes an extensive induction programme, conducted by senior professionals from across functions.

The aim is not only to acquaint new joinees with departmental and unit-level goals, but to also formally introduce them to best practices like safety norms and Code of Conduct.

### GRADUATE ENGINEER TRAINEES 2015

Over the past few years, owing to significant growth and expansion, there has been an increasing need to hire and develop high-calibre talent at the entry level.

Graduate Engineer Trainees (GET) are an important resource pipeline towards addressing this need. Previously, GETs used to be hired at Unit and Zonal level. In line with One HR, GET recruitments will now be done centrally at the Mumbai head office and will include psychometrics tests, focus group discussions and a personal interview by a panel.





## Growth Opportunities

We complement our employees' ambitions with industry competitive remuneration and motivating career development options.

### Meritocracy-based Appraisal

A comprehensive annual performance appraisal framework comprising self-assessment and supervisor assessment is in place.

#### ANNUAL COMPENSATION REVIEW

Annual compensation review, an important part of an employee's calendar, usually involves a labyrinth of processes and closed door discussions. In order to make the process more transparent and comprehensible, this year the HR teams mounted an extensive mailer campaign that explained the review processes through fictional characters Shivani and Shivam.

They discussed key aspects of review like business performance, employee performance, market information and variable pay. This year, a help desk was also introduced to answer queries.



### Nurturing Leadership

Our talent identification process helps spot high potential candidates, who are then exposed to different work situations and diverse activities, with an aim to prepare them as future leaders.

## Internal Recruitment System

All open positions across locations in India and abroad are first posted on the internal portal, so that existing employees have the privilege to view and apply before external candidates. Employees are encouraged to pursue career moves which are mutually beneficial to them, as well as the organisation.

### SUCCESS STORY

#### A WORLD OF OPPORTUNITIES AT ADITYA BIRLA GROUP



The Internal Recruitment System (IRS) aims to provide opportunities to the right talent so that the potential is actualised. One success story that embodies IRS and everything it stands for, is that of Mr. Shyamji Agrawal.

Mr. Agrawal hails from a small village in Madhya Pradesh, where he spent his first five years of formal education under a banyan tree, cycled 14 kms each day to reach the secondary school, and was introduced to the English alphabet only in standard VI. But he knew that where one comes from, need not necessarily decide where one can go. He strived to break out of his circumstantial barriers.

This opportunity came after he graduated in mechanical engineering and ranked in the top 1,000 of India in the Graduate Aptitude Test conducted by Indian Institute of Science, Bangalore. He then joined the Aditya Birla Group in 1997 as a Graduate Engineer Trainee at Grasim, where he dabbled with various responsibilities in projects, maintenance, inspection and technical cell, among others. In view of his potential, Mr. Agrawal was selected to undergo a Talent Management Programme, run by the business.

In 2004, IRS gave him the opportunity to move to Alexandria Fibre Co. SAE in Egypt as Head - Supply Chain. Four years later, Mr. Agrawal again leveraged IRS to join Idea Cellular as Commercial Head. Being a quick and passionate learner, he grasped the nuances of telecommunication sector despite not having any background in it. In 2011, IRS gave him the opportunity to join UltraTech as Function Head - Raw Materials, Fuel & Packaging.

Thus, in a journey spanning 18 years, Mr. Agrawal not only grew in terms of designation but also worked in varied sectors and geographies.

In the true spirit of mobility and IRS, Mr. Agrawal recently moved to Idea Cellular as Head, Strategy - Commercial.

### The Perfect Match

The Development Assessment Centre (DAC) at UltraTech conducts a series of tests and simulation exercises to help identify the right person for the right role.



## DEMYSTIFYING TALENT MANAGEMENT

This year, Business HR embarked on the Talent Management process with renewed vigour and undertook the following initiatives:

- Orientation workshops on 'potential assessment' were conducted for 500 Line Managers
- 3,700 management employees of UltraTech underwent Potential Assessment as part of the Aditya Birla Group's leadership development framework
- Based on these assessments and other pre-defined criteria, employees were nominated for external DAC
- All DAC participants underwent a comprehensive Talent Review and feedback was given to each participant on how to take charge of their development plan, which strengths to leverage and which areas to improve upon.

OUT OF THE 950 EMPLOYEES NOMINATED FOR DACS ACROSS THE GROUP, 550 WERE FROM ULTRATECH.

To gauge the effectiveness of the Talent Management process, Business HR conducted a survey among the employees who had undergone the programme. Out of almost 500 employees who answered the survey, more than 90% said that their understanding of the Talent Management process had improved due to the programme.

## EMPLOYEE ENGAGEMENT

The foundation of every meaningful and effective workplace process, policy or initiative is an open dialogue with employees. Without their input, we wouldn't know where to begin and if we are on the right track.

A complete list of our employee engagement platforms is featured in the stakeholder engagement section of this report.

### LAKSHYA - TOWARDS ACHIEVING A COLLECTIVE GOAL

At UltraTech, we want our employees to have absolute clarity about their role in the organisation's overall growth. Hence the Lakshya programme was introduced during the reporting period. Lakshya helps develop employee KPIs with direct linkage to UltraTech's business goals. This involves:

- 1 Finalisation of all functional objectives of an employee in alignment with the unit objectives
- 2 Revising the Key Performance Indicators (KPIs) so that they are in line with the revamped functional objectives



During the reporting year, Lakshya was launched at Andhra Pradesh Cement Works, Arakonam Cement Works, Ginigera Cement Works and Shankarpally bulk terminal in June 2014.

A three-day orientation workshop was conducted for employees.

### XPEDITE

While employee grievance handling has been part of HR process at each unit, location and zone, its implementation has been diverse across verticals. In order to ensure a consistent employee experience, plans are underway to launch a centralised employee grievance handling system in the near future.



## TAKING PEOPLE POLICIES TO THE PEOPLE

Limited knowledge or misconceptions regarding an organisation's people policies and process can cause dissonance among employees. HR-Shiksha is a drive, initiated by the HR department at Vikram Cement Works, to educate employees about people policies and processes. Sessions are organised every week, and participation is voluntary.

An active helpdesk helps resolve post-session queries or issues related to the people processes and policies. A specific email id has been created so that employees can write in with their queries. Every month, the details of queries raised and resolved are recorded by the Unit HR and presented to Unit Head and Functional Heads.



## POSITIVE VIBES

Vibes is an organisation health survey to gauge what matters to employees in their workplace, what is important to them about the organisation and what is it that they cherish about Aditya Birla Group. A phenomenal 98%, from the 6,433 employees contacted during Vibes 2014, took the survey at UltraTech.

As per the findings, 89% of the participants were proud of being an UltraTech employee, while 85% recommended it as a great place to work.

As per the respondents, the top 3 drivers of engagement at UltraTech are:

- 1 **Company Reputation**
- 2 **Organisational Growth**
- 3 **Individual Development Opportunities**

As compared to Vibes 2012, findings of Vibes 2014 show a marked improvement across all parameters.

## TRAINING & DEVELOPMENT



### Executive Education

Under an ongoing partnership with the Birla Institute of Technology and Science (BITS), our employees are encouraged to pursue a degree in subjects such as Power and Process Engineering.

### Online MBA

Our e-learning modules provide employees the opportunity to upgrade their skills while on the job. Several of our management cadre employees have seized the opportunity and completed their online MBA course from U21, Singapore.

### Technology Leaders

High performers with expertise in functional areas are selected to work on process improvement projects like mining, coolers and thermal power plant.

### Leadership Development

We identify potential leaders from our existing workforce and nurture them through a variety of projects and programmes:

- 'Step Up' is a programme that prepares Departmental Heads to graduate towards becoming Functional Heads
- 'Turning Point' trains Departmental Heads to become efficient Cost Centre Heads
- Our P&L Leaders Development Programme called 'The Cutting Edge' prepares Functional Heads to take on P&L roles

## A S.T.E.P. IN THE RIGHT DIRECTION

We aim to create a unique brand identity in an increasingly competitive marketplace, by not just selling our products, but also by providing value-added services to our customers. To achieve this, we have initiated Frontline Sales and Technical Education Program (Front S.T.E.P) - a programme to develop frontline Long Armed Sales Force (LASF), Long Armed Technical Force (LATF) and Mobile Lab Engineers (MLEs).

Front S.T.E.P consists of three levels - Basic, Intermediate and Advanced. Each level has two sessions. An assessment after each module determines which participants are ready to move to the next module. After the final assessment, there is a Graduation Ceremony, wherein certificates are awarded to participants.

The Sales and Technical training modules are delivered by internally identified trainers. We have also partnered with an external agency to develop content for sales training and conduct Train the Trainer modules for our internally identified trainers.

FRONT S.T.E.P. WAS LAUNCHED WITH 62 LATF AND MLE PARTICIPANTS AND COVERED 6 LOCATIONS. WITHIN A YEAR, IT HAS BEEN ROLLED OUT ACROSS THE 200-ODD SALES DEPOTS IN INDIA.



## TRAINING DASHBOARD

Parameter	FY 2012-13	FY 2013-14	FY 2014-15
Total Training Hours	390,492	360,713	324,016
Training Hours per Employee	21.1	17.6	22.01

Category	FY 2012-13	FY 2013-14	FY 2014-15	Average	Male		Female	
					FY 2012-13	FY 2013-14	FY 2014-15	Average
Leaders	7.73	9	18.76	11.83	0.00	0	0.00	0.00
Managers	23.01	26	28.20	25.74	38.83	8	23.13	23.32
Executives	23.82	19	26.30	23.07	27.20	12	13.77	17.56
Workers	12.91	13	11.36	12.26	11.05	14	10.00	11.68
Retainers	3	0	1.42	1.56	5	0	0.00	1.70
Trainees	88	89	94.05	90.20	78	24	334.00	145.52

## SPECIFIC CAREER DEVELOPMENT TRAINING FOR IDENTIFIED TALENT

Average Hours per Person

Parameter	FY 2012-13	FY 2013-14	FY 2014-15
Internal courses for skill upgradation	10.14	5.58	6.42
External courses for skill upgradation	1.73	0.67	0.91

## EMPLOYEE WELLNESS

We believe that our productivity lies in our employees' wellness. Not just in terms of good health, but also in terms of everyday joys and peace of mind. Thus in order to make the lives of our employees more fulfilling, we have initiated wide ranging programmes and initiatives.



## THE HUNDRED DAY RACE TOWARDS HEALTH

Launched under the Employee Value Proposition (EVP) of 'Enrich your life', Stepathlon is a 100-day virtual race.

Employees register as a team of 5 step athletes and give a name to their team. Each participant records his/her daily step count on the Stepathlon portal. The website also facilitates participants to convert other activities undertaken by them such as running, yoga, cycling into steps using a conversion formula.

A team's total steps are converted into kilometres and plotted on Stepathlon's virtual race course. The more active a team is; the more locations it will unlock each day.

THE AIM WAS TO MOTIVATE EACH TEAM MEMBER TO TAKE AT LEAST 10,000 STEPS PER DAY. ABOUT 1,000 EMPLOYEES FROM ULTRATECH CEMENT PARTICIPATED IN THE INAUGURAL STEPATHLON WHICH WAS FLAGGED-OFF IN SEP 2014.



## ADDING MORE TO LIFE

Cement manufacturing plants have to be closer to the raw material, and that invariably means that our townships are located in the hinterlands, away from the city.

Our 'Add More to Life' initiative, aims to make township life more enjoyable for the employees as well as their families. Under this initiative, Birla White at Kharia Khangar, Rajasthan launched a digital theatre and food court for residents of Rajashree Nagar township in March 2015. The 48 seater Digital Theatre screens movies on weekends, while the food court provides delicious snack option to 1,200-odd residents of the colony.

A similar theatre has also been set up at Vikram Cement Works' township at Neemuch, Madhya Pradesh.



## PRATIBHA SCHOLARSHIPS

'Pratibha', the Aditya Birla Group Employees' Children's Education Scholarship Plan for professional education was launched in 2004, to reward academic excellence. The scholarship programme is driven centrally in partnership with Business and Unit teams, and the most deserving children of employees across the Group level are awarded scholarships to pursue professional education.

## DIVERSITY

We are an equal opportunity employer and consider merit as the only parameter for recruitment and growth. Over the years, we have accrued a workforce that is varied in geography and vibrant in demographics. Encouraging local employment and enhancing gender diversity are our focal points.

### Local Employment

Our manufacturing locations are located in remote areas, where access to raw material may be in abundance but there could be a dearth of manpower. Yet, we give preference to talent from local communities - we hire for potential and train for skill.

### Gender Diversity

Female employees currently represent a small percentage of our workforce; as is the norm in many cement companies. However, we have institutionalised a host of women-friendly practices and continue to make efforts to increase their numbers in our workforce. We have zero tolerance towards any form of sexual harassment and conform to the Group policy on prevention of sexual harassment at the workplace.

## MATERNITY SUPPORT PROGRAMME Welcoming Mothers Back to Workplace



The introduction of a child, through birth or adoption, is a life-changing experience for both parents. Unfortunately for women, the joy of motherhood also brings with it, the fear of losing out on one's professional ambitions. Various studies have pinpointed motherhood as the single-biggest reason for women moving out of the workplace.

In order to allay the fears and concerns of women in its workforce, the Aditya Birla Group introduced a new and comprehensive Maternity Support Programme that came into force on July 01, 2014. The objective of this programme is to provide options and choices to female employees so that they can effectively manage the maternity phase and return to work in a seamless manner.

The maternity programme is a bouquet of benefits available to full time Management cadre women employees who have completed at least 18 months of service with the organisation. It covers:

- 1 Maternity Leave**  
Statutory leave of 12 weeks with pay and provision of extended, additional and child-care related leaves available as per eligibility.
- 2 Phase Back Programme to Support the Returning Mothers**  
Flexible work arrangement like Flexi-time, tele-commuting or work from home, depending on the work situation, for up to 3 months from resuming work.
- 3 Pre-natal Support through 'Healthy Pregnancy Programme'**  
A holistic and structured programme designed to educate and guide the mothers-to-be. This includes lifestyle, behavioural and physiological assessments, call support and access to online portal.
- 4 Emotional Assistance Support through the World of Women Network**  
A programme spearheaded by The World of Women Network, an intranet-based community where women employees can learn, grow and support one another both personally and professionally.
- 5 Mediclaim Coverage**  
It covers expenses, up to INR 50,000 per claim, arising out of treatment taken in hospital/nursing home or traceable to pregnancy, childbirth including caesarean section and even IVF treatment.

This programme also covers leave pertaining to child adoption (1 month) and to recuperate from unfortunate miscarriages (6 months).

IN 2014-15, A TOTAL OF 14 WOMEN OPTED FOR MATERNITY LEAVE, 12 OF THEM RECOMMENCED WORK POST THE LEAVE PERIOD AND 9 MOTHERS ARE STILL PART OF OUR TEAM, 12 MONTHS AFTER THEIR RETURN.

## WEE WILL MAKE A DIFFERENCE

Mrs. Rajashree Birla, who is the chairperson of Aditya Birla Centre for Community Initiatives and Rural Development, accompanied by Dr. Pragnya Ram, Group Executive President, Corporate Communications and CSR, and our brand ambassador, squash player Dipika Pallikal, launched the Women Empowerment & Engagement (WEE) initiative at UltraTech.



Ms. Pallikal also launched the WEE community - an intranet based forum for women employees of UltraTech.

## HUMAN RIGHTS

We adhere in intent and action, to the Group policy on Human Rights, which enunciates:

- Support and respect the protection of internationally proclaimed human rights
- Make sure that we are not complicit in human rights abuses
- Uphold the freedom of association and the effective recognition of the right to collective bargaining
- Elimination of all forms of forced and compulsory labour
- Abolition of child labour
- Elimination of discrimination in respect of employment and occupation

We respect an employee's freedom to opt for a union, however we do not support any bias or discrimination towards any specific group. Currently, 72.54% of our wage board employees are unionised.

The policy is in line with principles ascribed in the UN Global Compact and is binding on all employees. We strictly prohibit child labour or forced labour at our operations. To ensure the same, we have deployed stringent checks that screen any under-age worker trying to enter our facilities. As a step to ensure the well-being of the workforce, we ensure that all our formal agreements with trade unions cover health and safety aspects.

## WORKFORCE DASHBOARD

### TOTAL WORKFORCE – AGE AND GENDER BREAK-UP

Total Workforce	FY 2012-13					FY 2013-14					FY 2014-15					
	Age			Gender		Age			Gender		Age			Gender		
PERMANENT EMPLOYEES	<30	30-50	>50	M	F	<30	30-50	>50	M	F	<30	30-50	>50	M	F	
Leaders	0	8	22	30	0	0	6	26	32	0	0	4	31	35	0	
Managers	0	482	198	662	18	0	457	217	658	16	0	462	242	688	16	
Executives	2,353	5,672	877	8,690	212	2,308	5,913	1,021	9,022	220	2,335	6,418	1,192	9,723	222	
Workers	190	2,173	877	3,233	7	358	2,219	895	3,466	6	511	2,508	1,021	3,933	7	
<b>OTHERS</b>																
Trainees	138	1	0	131	8	84	9	0	86	7	61	22	0	81	2	
Retainers	11	14	9	29	5	7	9	12	25	3	6	4	10	19	1	
Fixed Term Employees	6	25	1	32	0	13	24	0	37	0	6	33	0	39	0	
Contractors	-	-	-	-	-	9,802	10,261	1,166	20,593	636	11,178	12,012	1,134	23,547	777	

### TOTAL WORKFORCE – REGION-WISE BREAK-UP

Total workforce	FY 2012-13		FY 2013-14		FY 2014-15	
	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY
Leaders	29	1	30	2	34	1
Managers	656	24	663	11	690	14
Executives	8,781	121	9,075	167	9,771	174
Workers	3,012	228	3,264	208	3,847	193
<b>OTHERS</b>						
Trainees	139	0	92	1	82	1
Retainers	34	0	27	1	20	0
Fixed Term Employees	30	2	37	0	39	0
Contractors			21,081	148	24,244	80

### TURNOVER – AGE AND GENDER BREAK-UP

Category	FY 2012-13					FY 2013-14					FY 2014-15				
	Age			Gender		Age			Gender		Age			Gender	
	<30	30-50	>50	M	F	<30	30-50	>50	M	F	<30	30-50	>50	M	F
Leaders	-	-	4	4	-	0	0	2	2	0	0	0	2	2	0
Managers	-	16	24	39	1	0	34	39	70	3	0	41	33	73	1
Executives	225	248	62	519	16	250	339	48	613	24	268	338	40	630	16
Workers	8	21	16	44	1	31	250	84	365	0	2	18	43	63	0
Trainees	27	-	-	22	5	13	0	0	13	0	12	1	0	13	0

### TURNOVER – REGION-WISE BREAK-UP

Total workforce	FY 2012-13		FY 2013-14		FY 2014-15	
	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY
Leaders	4	-	2	0	2	0
Managers	40	-	73	0	72	2
Executives	530	5	629	8	642	4
Workers	19	26	345	20	58	5
Trainees	27	-	13	0	13	0



## social performance

The only way for a nation to truly grow, is to grow together. Proximity amplifies interaction and consistent engagement enhances understanding of needs and aspirations. Thus we believe that the ideal geography for social interventions is the one in which the business resides. We have therefore committed our time, efforts and resources to transform 54 villages near our manufacturing facilities into model villages by 2017.

empowerment



begins  
at home

For the year  
2014-15,  
UltraTech's CSR  
investment was  
**INR 450**  
million

We practice compassionate capitalism. This involves not just generation of wealth but its equitable distribution as well. Our mines and manufacturing plants, located across some of the most remote locations of India, act as hubs of development. Our social initiatives, planned by the Aditya Birla Centre for Community Initiatives and Rural Development, are executed by dedicated CSR teams at these varied locations.

**“SERVICE TO SOCIETY IS AT THE VERY HEART OF OUR VALUE SYSTEM. WE DO SO WITH A SENSE OF PURPOSE. THIS IS MANIFEST IN THE VARIOUS CSR PROJECTS.”**

**Mrs. Rajashree Birla**  
Chairperson | Aditya Birla Centre  
for Community Initiatives &  
Rural Development

## OUR FOCUS



### HEALTHCARE

Hospitals, Primary Healthcare Centres, Mother & Child Healthcare Projects, Immunisation, Programmes to Address Malnutrition, Anganwadis, Adolescent Health, Healthcare for Visually Impaired & Differently Abled, Preventive Healthcare through Awareness Programmes, Non-communicable Diseases



### EDUCATION

Formal Schools, Balwadis, Quality Elementary Education, Aditya Bal Vidya Mandirs, Girl Child Education, Informal Education



### SUSTAINABLE LIVELIHOOD

Formation of Self Help Groups for Women Empowerment, Skill Enhancement & Vocational Training, Partnership with Industrial Training Institutes, Agriculture Development & Better Farmer Focus, Animal Husbandry, Soil & Water Conservation, Watershed Development, Agro Forestry



### INFRASTRUCTURE

Basic Infrastructure Facilities, Housing Facilities, Safe Drinking Water, Sanitation & Hygiene, Renewable Sources of Energy



### SOCIAL REFORMS

Dowry-less Marriage, Widow Remarriage, Awareness Programmes on Anti-social Issues, De-addiction Campaigns, Espousing Basic Moral Values, Gender Equality

## OUR REACH

### OUR COMMUNITY ENGAGEMENT SPANS

**1.3** MILLION  
PEOPLE ACROSS  
**407** VILLAGES, INCLUDING  
18 MODEL VILLAGES

OUR CSR WORK IS IN PROXIMITY OF OUR 24 MANUFACTURING UNITS ACROSS 13 STATES OF THE COUNTRY.

Tamil Nadu - Reddipalyam and Arrakonam | Punjab - Bhatinda

Karnataka - Malkhed and Ginigera | Andhra Pradesh - Tadipatri

Maharashtra - Awarpur, Hotgi and Ratnagiri | Haryana - Panipat

Gujarat - Kovaya, Jaffrabad, Sewagram and Magdalla | Odisha - Jharsuguda

Madhya Pradesh - Khor and Dhar | Chhattisgarh - Hirmi and Rawan

Rajasthan - Sambhupura, Kharia and Kotputli

West Bengal - Durgapur and Dankuni | Uttar Pradesh - Aligarh and Dadri

## OUR APPROACH

We pursue our social initiatives like projects and leverage our management and manufacturing expertise to ensure seamless executions. We have established robust monitoring processes, which includes social audits by reputed

organisations. An experienced Board-level CSR committee provides strategic direction and monitors progress.

The Board level team comprises Mrs. Rajashree Birla, Mr. O.P. Purnamalka and Mr. G.M. Dave; with Dr. Pragnya Ram, Group Executive President, Corporate Communications & CSR as a permanent invitee.

## THE IMPACT: THE LIVES WE TOUCHED

**457,564**

THROUGH HEALTHCARE INTERVENTIONS

**133,703**

THROUGH EDUCATION INITIATIVES

**135,730**

THROUGH SUSTAINABLE LIVELIHOOD INITIATIVES

**134,643**

THROUGH MEDICAL CAMPS

**475,178**

THROUGH RURAL INFRASTRUCTURE

**263,893**

THROUGH SOCIAL CAUSES



## HEALTHCARE

Our initiatives focus on five specific domains

**Preventive Healthcare | Curative Healthcare | Reproductive & Child**

**Healthcare | Health Support Programme | Supporting Health Infrastructure**

### Preventive Healthcare

- 224 rural medical camps and 45 speciality medical camps were organised in remote villages of Khor, Kharia Khangar, Sambhupura, Kotputli, Malkhed, Kovaya, Jaffrabad, Awarpur, Rawan, Tadipatri, Malkhed and Durgapur
- Over 134,643 persons underwent free medical check-ups and availed medicines and other diagnostic/referral facilities. Those requiring advanced treatment or with serious ailments were either taken to our hospitals or referred to speciality hospitals
- 16,851 patients benefited through eye check-up and cataract surgery camps at Khor, Sambhupura, Rawan, Malkhed, Kharia, Kotputli, Awarpur, Kovaya and Jaffrabad
- 4,978 patients received treatment in dental health camps
- 7,000 participants took part in awareness campaigns focussing on better health practices through yoga and prevention of lifestyle diseases in Kovaya, Kotputli, Khor and Sambhupura
- 200 low-smoke, fuel-efficient wooden stoves were distributed at Awarpur and Kovaya to prevent pulmonary diseases among rural homemakers
- 240 donors donated blood at blood donation camps in Khor, Hirmi, Kharia and Reddipalyam



### Curative Healthcare

- 71,353 patients were treated for minor and major ailments in our hospitals at plant locations across the country
- 4,869 cataract operations were performed and 3,700 spectacles were distributed in eye check-up camps
- Since last 12 years, the CSR team at Vikram Cement Works, Khor, has been conducting one of India's largest cataract camps. In this 20-day long camp, organised in association with the District Blindness Control Society, 2,000 shortlisted patients underwent cataract removal. They were also provided the nutritional support required for a speedy recovery.
- To deal with complicated cases, our high-tech telemedicine services have been linked with the Aditya Birla Memorial Hospital (Pune) and the Apollo Hospital (Hyderabad)

#### SUCCESS STORY

##### NIRMALA SEES THE LIGHT OF DAY

At Awarpur village of Chandrapura district in Maharashtra, 60-year old Nirmala was grappling with the bleak reality of living with blindness. With the nearest district hospital 45 km away, no means of travel and no money for treatment, she was staring at a future without sight.

The Awarpur CSR team, facilitated her intraocular operation and today, she leads a normal, self-reliant and empowered life. The story is similar for Ramji of Neemuch in Madhya Pradesh and Laxmibai of Chittaurgarh in Rajasthan.

**On an average, we help 4,500 senior citizens get back their eyesight through intraocular operations every year.**

### Reproductive & Child Healthcare

- Over 1,339,400 polio doses were administered through 410 booths spread across various locations. More than 4,100 children were immunised for other diseases. These initiatives were carried out in collaboration with the respective district health departments
- More than 7,620 women participated in camps for check-ups, treatment and counselling on ante-natal, post-natal, mass immunisation, nutrition and escort services for institutional delivery
- As a result of our intensive motivation drive towards responsible family raising, 1,991 villagers opted for planned families



## Supporting Health Infrastructure

- Till the end of the reporting period, we had installed 8 Reverse Osmosis plants in Tadipatri, providing 9,000 villagers access to safe drinking water
- Thanks to our initiatives around Khor, Sambhupura, Hotgi and other villages, 80,000 villagers now have access to safe drinking water
- Under the Nirmal Gram Yojana, we have facilitated the construction of 740 individual toilets in villages around Khor, Kovaya, Jaffrabad, Awarpur and Arrakonam



## EDUCATION

Our education-related initiatives focus on five major areas

**Preschool Education | School Education | Education Support**

**Vocational/Technical Education | School Infrastructure Support**

### Preschool Education

- We run Balwadi and Anganwadi projects in areas where we operate. We supported 10,243 children at these anganwadis with educational material.

### School Education

- We reached out to 120 rural schools and 7,300 children in Awarpur, Hirmi, Kovaya, Narmada and Sambhupura to enhance student enrolment and reduce dropout rates
- We continue to support Kasturba Gandhi Balika Vidyalayas by identifying girls and counselling them for enrolment. We also provide uniforms and safe drinking water.
- At Malkhed, Kharia, Khor, Kovaya, Jaffrabad and Durgapur, we are engaged in 6 schools with a student strength of 360 girls and have supported 240 girls to continue mainstream education. Towards their holistic development, we teach them life skills such as first aid training, adolescent health care and enlist them in cultural events. As a result, 30 girls have found gainful employment.
- The Aditya Gyan Shakti Primary & Middle Schools are operating since 22 years in remote tribal villages of Sanjaygram and Kenpuriya in the vicinity of Vikram Cement Works. A total of 193 students are being imparted quality education and provided school uniforms and study materials, free of cost.
- Special coaching classes and career counselling programmes were conducted for 18,441 students at Malkhed, Kovaya, Jaffrabad, Kotputli, Kharia, Reddipalyam, Sambhupura and Awarpur
- At Rawan, Hirmi and Kotputli, 1,144 girls and boys were given special coaching to compete in the entrance examination for Navodaya schools in these areas. Up until now, 38 students from villages close to Hirmi and Rawan have made the grade. Around 70% of them belong to poor families.
- We support two residential schools for the visually impaired, at Kovaya and Gulbarga

#### SUCCESS STORY

##### ANITHA GOES BACK TO SCHOOL

Many a time, illness takes a toll, not just on the ones afflicted by it, but also on their families. When the health of Anitha's sister deteriorated, one of the casualties was Anitha's education. This class 4 student from Gulbarga district of Karnataka, one of the most impoverished areas of the country, had to drop out of school and help her mother in earning the extra money required for her sister's treatment. Eventually, her sister recovered but Anitha never went back to school.

The CSR team at Rajashree Cement reached out to Anitha and conducted a home counselling session for her and her mother with the support of the Kasturba Gandhi Balika Vidyalaya (KGBV), Udgi. As a result she joined KGBV, successfully completed her education, and is today working as a part time computer teacher in Sedam Taluka.

Anitha's is not a solitary case, of course. Vijaya Laxmi is completing her BSc from Sedam Taluka and is also working part time as a computer operator. This gives her the necessary means to make a respectable living. Our continued efforts in education go a long way and have achieved the distinction of zero dropouts in the vicinity till class X. There has been true women empowerment with the average age of marriage going up and positive impact on the health of the girls, mother and child.



## Education Support

- Merit scholarships were awarded to more than 1,500 students at Malkhed, Tadipatri, Reddipalyam, Hirmi, Khor and Awarpur
- Uniforms, books, notebooks, writing pads, bags and stationery were distributed to 19,241 children near our plants at Kovaya, Jaffrabad, Khor, Rawan, Hirmi, Tadipatri, Malkhed, Sambhupura, Kharia, Kotputli, Awarpur, Ratnagiri, Magdalla, Reddipalayam, Jharsuguda, Hotgi and Durgapur
- Our talent search programmes drew 2,140 children from different schools in Reddipalyam, Kotputli, Rawan, Awarpur, Rawan and Sambhupura
- 900 school children in Rawan, Malkhed, Khor, Hirmi, Sambhupura, Ratnagiri, Magdalla, Dhar and Kharia availed of our computer training programmes
- Exposure visits were organised for 1,670 students of grades VI to IX from Jaffrabad, Khor, Hirmi, Ratnagiri, Kharia and Kovaya. The tour, to historical places in and around Chittorgarh and Junagarh, evoked students' interest and augmented their knowledge base.
- Around 2,800 students, due to appear for board exams, participated in the free coaching classes conducted at Rawan, Kotputli (Rajasthan), Hirmi, Tadipatri, Kovaya, Shambhupura, Khor, Kharia, Jharsuguda and Awarpur
- We provided transport facilities to 28,094 students



## School Infrastructure Support

- At Shambhupura in Rajasthan, Aditya Cement is transforming 20 schools, who cumulatively sport a student strength of 2000, into model schools. School infrastructure, library and teaching tools all three are being contemporised
- Libraries set up by us in villages are accessed by 21,650 students
- We assist in the delivery of mid-day meal programmes in schools at Jaffrabad, Jharsuguda, Hotgi and Durgapur through need-based support



## Vocational & Technical Education

- More than 400 women, in the 25-60 age group, actively participated in the functional literacy programmes conducted by us in 18 villages
- At Malkhed, Rajashree Cement's Smart Class Computer project continues to support 4 government schools with 1,500 students



## CASE STUDY

### ENHANCING EMPLOYABILITY THROUGH ALTERNATIVE SKILLS



One of the issues adding to the problem of rural unemployment, is strictly regimented occupation groups. A rice or wheat cultivator will continue cultivating the crop even if the productivity and income do not commensurate the expenses incurred. There is a need to introduce rural youth and women to new-age skills, agri-processes and multiple crops. Towards this objective, a number of initiatives have been implemented by the CSR team at Reddipalayam Cement.

- The team initiated a 45-day training course on computer office automation for rural students. A well-trained and qualified faculty from NIIT started coaching 60 students; 30 boys and 30 girls, in April 2014.  
**This course makes these youth employable in a wide range of industries.**
- In March 2015, the team introduced a 15-day artificial jewellery making training programme with 27 youth. Even this programme was supported by SBI-RSETI and the participants were eligible for subsidised loans.  
**After completion, the participants started making jewellery and selling it for INR 50 to 500 depending on the complexity of design and materials used. On an average, they are earning a profit margin of 50% on every piece sold.**
- A free month-long mushroom cultivation training programme, in partnership with State Bank of India's Rural Self Employment Training Institute (SBI-RSETI), was flagged-off in February 2015 with 21 participants. At the end of the programme, not only were the participants awarded certificates by RSETI, they were also assured subsidised loans by SBI to begin their mushroom cultivation business.  
**Today, these unemployed-youth-turned-entrepreneurs are growing 2 kg of mushrooms, on an average, every day. These mushrooms are sold to local shops at the rate of INR 200 per kg.**
- In order to stoke the entrepreneurial spirit among the village youth, a free four-month long computer hardware maintenance and networking course was started in January 2015.  
**On successful completion, they are expected to earn anywhere between INR 5,000 to INR 10,000 per month.**

## SUSTAINABLE LIVELIHOODS

Our interventions in sustainable livelihood revolve around:

**Agriculture | Animal Husbandry | Skill Development and Alternative Livelihood | Livelihood Infrastructure**  
**Natural Resource Conservation Programme and Non-conventional energy**



## Agriculture

- On the agricultural front, we help farmers earn better through training programmes on advance cropping techniques and other processes that help improve yield. These programmes were conducted at Khor, Kharia, Sambhupura, Malkhed, Rawan, Jaffrabad, Awarpur, Hirmi and Jharsuguda, and benefited 3,659 farmers.
- The Public Private Partnership (PPP) watershed project undertaken by Vikram Cement, in collaboration with the Madhya Pradesh Government, in the Neemuch district, is on track. Conceived under the aegis of the Rajiv Gandhi Watershed Mission, the project will bring 5,742 hectares of land under irrigation, directly benefiting 20,000 people. Facilitated by a dedicated multidisciplinary team, it involves making farmers and local people aware of rainwater harvesting, training them in diverse agro-based activities and ways to support watershed management. In all, 75 structures have been constructed.
- Under the project, over 2,500 farmhands, including villagers, and 1,400 activity based user group members have been trained in state-of-the-art agricultural practices and water management. The project aims to improve agricultural productivity and non-farm income through environmental sustainability.



### CASE STUDY

#### CHANGING THE PARADIGMS IN AGRICULTURAL PRACTICES



The country's economic development is reflected in the prosperity of the population's lowest common denominator. In case of India, this is the farming community consisting of millions of small and marginal farmers. The profitability of this community is still heavily dependent on age-old farming practices and gradually degenerating resources like soil and water supply.

In 2013-14, UltraTech's Jharsuguda team in Odisha worked on a strategy to revamp legacy agricultural practices and processes. Tactical training sessions were organised for

60 farmers from two nearby villages on various topics like seed priming, advanced methodologies, integration, crop diversification and pest-control, knowledge on seed selection, system rice intensification (SRI), government schemes & programmes.

These sessions were conducted by agri-experts and as part of the programme feasibility mapping was done of each plot of land for growing vegetables that require low inorganic inputs.

**The results were astounding. 60 of the 150 participating farmers showed an average increase of 100% in income from agricultural surplus in the second year itself.**

## Animal Husbandry

- 40,386 animals were immunised in veterinary camps organised by us
- The Navjeevan Gaushala at Kharia Khangar, shelters 740 stray cows and oxen and provided treatment to and rehabilitated 150 cattle heads this year
- We have tied up with a development support organisation BAIF, for integrated breed improvement programme at our Kovaya and Jaffrabad locations
- At Sambhupura in Rajasthan, our infertility treatment programme for cattle has enhanced the milk yield of 1,813 milch cattle; thereby improving the income of their owners



## Skill Development & Alternative Livelihood

- Through our Sustainable Livelihood projects, we have provided vocational skills training to 3,035 youth at Tadipatri, Hirmi, Khor, Shambhupura, Kharia, Rawan, Magdalla, Jharsuguda, Kovaya, Jaffrabad, Arrakonam, Awarpur, Reddipalayam, Malkhed, Kotputli, Magdalla and Ratnagiri.
- In the recent past, Birla White in Rajasthan has widened its Applicator's Training Programme to include women and unskilled construction workers. Through this programme, so far we has trained more than 6,000 people including 1,100 women in the specialised application of Birla White putty.
- Over 784 students have been trained as electricians, fitters, mechanics and welders at Rajashree Cement's Kagina Industrial Training Centre. The Centre, which takes in 140 students every year, has till date posted a 100% result every year.
- At Kharia Khangar, we have instituted the 'Rajashree Birla Talent Development Centre' which provides multiple skill training programmes to rural youth, women and farmers. It reaches out to more than 30 villages around the plant, in Jodhpur and Nagaur district. In the first phase, training is being given in tailoring and embroidery, computers and typing, mobile repairing and plumbing.



## Economic Self Reliance through Self Help Groups

### SHG Snapshot

- The jute bag centre at Tadipatri receives orders from many business houses.
- The garment manufacturing unit at Hirmi is self-sustainable, catering to specific product needs of the entire district.
- At Sambhupura, Aditya Cement has introduced a fashion designing course which has been successfully completed by 40 women and they have already started making a living from these newly acquired skills.
- At Jharsuguda, the art of mushroom cultivation has been imparted to 50 village women. We worked closely with the Krishi Vigyan Kendras and several women entrepreneurs have set up their own businesses with our help.
- At Vikram Cement, the hand gloves making unit caters to the industry need besides giving alternative livelihood to 30 women. The carpet centres continue to produce high quality carpets with 100% products exported through business tie-ups.

**More than 840 Self Help Groups empower 7,940 households financially and socially. Most of the SHGs have been linked with the economic schemes of NABARD and the District Industries Centre.**





## Natural Resource Conservation Programme and Non-conventional Energy

52 Biogas units were constructed. This is equivalent to saving 100 cartloads of wood every month and contributes a multidimensional support to the environment by saving trees, redirecting cow dung into manure and reducing the use of chemical fertilisers. The family saves a lot of energy and time from reduced drudgery of collecting firewood and improving the overall quality of livelihood.



## INFRASTRUCTURE DEVELOPMENT

We support development of

**Water Reservoirs | Solar Lights | Approach Roads | School Premises | Public Utility Places | Greening the Landscape**



Our work benefited 475,178 people across Sambhupura, Kotputli, Panipat, Kharia, Khor, Bhatinda, Aligarh, Dadri, Rawan, Hirni, Durgapur, Jharsuguda, Kovaya, Jaffrabad, Ratnagiri, Magdalla, Awarpur, Malkhed, Hotgi, Tadpatri, Arrakonam, Ginigera, and Reddipalyam.

## SOCIAL REFORMS

We try to bring about social reform through advocacy against child labour, illiteracy, child marriages, the marginalisation and abuse of the girl child and women among others.

### One of our unique social initiatives is to develop model villages.

A model village serves as an example for what can be achieved through a planned and consistent effort. Our vision of a model village is one that is self-reliant in all aspects - be it education, healthcare, family welfare, infrastructure, watershed management or working towards sustainable livelihood patterns. We have taken up this initiative in the lines of Build, Operate & Transfer model wherein we initiate programmes, assist in its execution with the help of local village bodies, government agencies and NGOs and when the right time comes, we transfer the power to these village committees who can take it ahead from there.

**Of the 407 villages that we are engaged with, we have shortlisted 54 villages to be transformed into model villages by 2017.**

Of these, 18 villages have already been morphed into model villages viz. Basni, Paldri Sidha and Arniyapan in Rajasthan; Khor and Borkhedhi in Madhya Pradesh; Balanivav in Gujarat; Thippa in Maharashtra; Kasidih and Khapradhi in Chhattisgarh; Malkhed, Udgi and Station Tanda in Karnataka and Reddipalayam, Kaikatti, Chandrapalayam, Muniyankurichi, Naickerpalayam and Puthur in Tamil Nadu. Work is underway to cascade the positive change among the other villages as well.

For this initiative, we collaborate with a number of like-minded organisations specialising in diverse domains:

District Rural Development Authorities at various locations

Local Hospital and District Health Departments

District Panchayatiraj Institutions

District Animal Husbandry

District Agriculture Department

District Horticulture Department

BAIF | Red Cross

The Khadi and Village Industries Commission (KVIC)

Sarva Shiksha Abhiyan

Greenway Grameen Infra

Aide et Action, South East Asia

Rajiv Gandhi Watershed Mission, Govt. of Madhya Pradesh

Rajasthan Knowledge Corporation Ltd.

Centre for Advanced Research and Development

FOCUS AREA-WISE IMPACT	FY 2012-13	FY 2013-14	FY 2014-15
<b>HEALTHCARE</b>			
Mobile Medical Camp	105,953	133,453	134,643
Eye Camp (IOL Operations)	5,315	4,115	4,869
Support with Spectacles	1,032	3,500	3,700
Support Camp for Differently Abled	230		
Speciality Medical Camps	10,828	13,000	13,100
Low-smoke Wood Stoves	2,000	200	200
Support to National Pulse Polio Campaign	166,245	175,400	180,000
Immunisation of Children	5,000	3,960	4,100
School Health Programmes	4,370	4,500	4,400
Ante-natal Healthcare Programmes	5,662	7,439	7,620
Adolescent Health Programmes	4,016	4,200	3,820
Interventions for Planned Families	2,436	2,805	1,991
Toilets (Water and Sanitation)	400	500	740
Reverse Osmosis (Water and Sanitation)	9,000	10,000	10,000
Drinking Water	40,000	80,000	80,000
<b>EDUCATION</b>			
School Enrolment Programme	6,416	6,700	7,300
Support with Educational Materials	7,860	30,000	19,241
Merit Scholarship	1,396	1,400	1,500
Support to Residential School Programme	388	579	600
School Competitions	1,396	1,450	2,140
Computer Training	721	1,100	1,100
Support to Mid-day Meal	1,518	1,670	1,500
Hi-Tech Kitchen	27,000		
Special Coaching	272	340	2,800
Smart Class	1,542	1,555	1,500
School Infrastructure	30,354	1,980	25,000
Support to Aanganwadi	724	5,152	10,243
Literacy (Formal and Non-formal)	230	450	400
School Functions Awareness	19,257	21,042	21,650
<b>SUSTAINABLE LIVELIHOODS</b>			
Vocational Training	8,808	8,900	3,035
Putty Applicators Training	6,000	6,500	6,000
Industrial Training Centre	80	86	150
Agriculture Training and Orientation	1,897	2,037	3,659
Animal Husbandry Treatment and Vaccination (no. of animals)	36,436	35,207	40,386
Animal Husbandry Breed Improvement (no. of milch animals)	1,200	1,350	1,813
Self Help Group Women's Training	840	520	840
Watershed Management	18,000	18,000	22,000
<b>RURAL INFRASTRUCTURE</b>			
Community structures - Roads / Community Halls / School repairs / Public Utilities	245,664	543,857	475,178
<b>SOCIAL WELFARE (PROGRAMME STAKEHOLDERS / NO. OF PARTICIPANTS)</b>			
Social empowerment and support programmes including support to the aged / cultural programmes / awareness sessions	173,175	258,828	263,893



## Awards and Accolades



### ECONOMIC

- ★ **CIDC Vishwakarma Award** Achievement Award for Best Construction Projects
- ★ **Cheminor Award** from Indian Institute of Materials Management - For excellence in Supply Chain Management
- ★ **CII Supply Chain and Logistics Excellence (SCALE) Awards** First rank in Commodity category
- ★ **Dun & Bradstreet Corporate Award** Top Indian company in Cement
- ★ **Ramkrishna Bajaj National Quality (IMC-RBNQ) Performance Excellence Trophy** for Hirmi Cement Works
- ★ **Frost & Sullivan's Challengers Award** Medium Business, Reddipalayam Cement Works

### ENVIRONMENT

- ★ **CII National Energy Management Award** for Vikram Cement Works
- ★ **Greentech Foundation's Greentech Safety Award** for Birla White
- ★ **International Research Institute for Manufacturing's National Award** for Manufacturing Competitiveness for Birla White
- ★ **Federation of Indian Mineral Industries (FIMI) award** Environment Category for Veliperingiyum Limestone Mine, Reddipalayam Cement Works

### CSR

- ★ **Star Group's Leadership Excellence Award** in Corporate Social Welfare/CSR for Birla White
- ★ **World CSR Congress' Global CSR Excellence & Leadership Award** for Vikram Cement Works
- ★ **Think Media Inc.'s CSR Case Study Award** to Hirmi Cement Works for Kalyani Sustainable Livelihood project



KPMG (Registered)  
7th Floor, IT Building No. 3,  
Nesco IT Park, Nesco Complex,  
Western Express Highway,  
Goregaon (East),  
Mumbai - 400 063, India.  
Tel.: +91 (22) 6134 9200  
Fax: +91 (22) 6134 9220

## Independent Assurance Statement

To the Management of UltraTech Cement Limited, B-Wing, 2nd Floor, Ahura Centre, Mahakali Caves Road, Mumbai, Maharashtra, India.

### INTRODUCTION

KPMG was engaged by UltraTech Cement Limited (UTCL) to provide independent assurance on their Corporate Sustainability Report ('the Report') for the Financial Year (FY) 2014-15.

We conducted our work in accordance with requirements of 'Limited Assurance' as per International Federation of Accountants' (IFAC) International Standard for Assurance Engagements [ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information].

### SCOPE OF ASSURANCE

The assurance has been provided for the sustainability data presented by UTCL in its Report. The reporting boundary and scope of assurance included data and information for the period 01 April 2014 to 31 March 2015 based on Global Reporting Initiative's (GRI) G3.1 Guidelines. The boundary of the report comprises of data and information from UTCL's corporate office, manufacturing locations and bulk terminals in India, Sri Lanka, Bangladesh and the Middle East.

### LIMITATIONS AND EXCLUSIONS

- Verification of data and information related to UTCL's financial performance, sourced from its audited annual report for FY 2014-15
- Verification of claims was limited to data and information presented in the Report for the period 01 April 2014 to 31 March 2015. Data and information in the Report outside this reporting period was not subject to verification
- Verification of any statement indicating intention, opinion, belief and / or aspiration by UTCL
- Data from the Ready Mix Concrete (RMC) plants operated by the company for specific customers, within their premises on a temporary basis, has not been included
- Safety performance of indirect workers for the Bangladesh operations have not been included

### METHODOLOGY ADOPTED FOR THE ASSURANCE

We have obtained the evidence, information and explanations that were considered necessary in relation to the assurance scope and to arrive at conclusions mentioned below. Our work included a range of evidence-gathering procedures including:

- Assessment of stakeholder consultation processes and methodology for determining the material issues
- Interaction with the senior management and sustainability core group of UTCL
- Review of systems deployed for collection, collation and analysis of sustainability data and information on an annual basis
- Interviews with UTCL's personnel responsible for managing sustainability data management systems
- Verification visits to the following sites:

**Integrated cement plants** - Hirmi Cement Works, Rawan Cement Works, Rajashree Cement Works, Sewagram Cement Works

**Grinding units** - Panipat Cement Works, Jharsuguda Cement Works, Hotgi Cement Works, Wanakbori Cement Works

**RMC plants** - Khopoli, Pune, Panvel, Sahibabad, Ghaziabad, Navrangpura, Chennai (2 plants), Coimbatore

**Bulk terminals** - Navi Mumbai, Bangalore

- Evaluating the Report's content to ascertain its application level as per the criteria mentioned in the Global Reporting Initiative's G3.1 Guidelines
- Testing on a sample basis, the evidence supporting the data and information
- Review of the Report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings

## CONCLUSIONS

We have reviewed the Sustainability Report of UltraTech Cement Limited. Based on our review and procedures performed as described above, nothing has come to our attention that causes us not to believe that:

- The sustainability data and information presented in the Report is appropriately stated, in material aspects, and in line with the reporting principles of GRI G3.1 Guidelines on Sustainability Reporting
- The Report contents meet the requirements of A+ application level of GRI G3.1 Guidelines on Sustainability Reporting

## OBSERVATIONS

The following is an excerpt from the observations and opportunities reported to the management of UTCL. These do not, however, affect our conclusions regarding the Report

- UTCL's disclosure on progress against set goals and targets needs to be linked to the identified material issues and should also address their outlook on organisation's main challenges and targets in the short and medium term.
- The process for material issues identification needs to be updated. UTCL has initiated the process of conducting a structured stakeholder dialogue with internal and external stakeholders.
- UTCL needs to track safety performance segregated for gender and region wise.

## INDEPENDENCE

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 300 standard. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies ISQC 1 and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

## RESPONSIBILITIES

UTCL is responsible for developing the Report contents. UTCL is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the Management of UTCL in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to UTCL those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than UTCL for our work, for this report, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.



**Santhosh Jayaram**  
Director

**KPMG**  
January 29, 2016

## GRI Index

Contents	Page	GRI	UNGC/NVGSEE/ IFC PS	Remarks/Additional Information
Message from the Chairman	01-02	1.1		Please refer our Annual Report for additional information. FY 2014-15 (Chairman's Message to Shareholders)
Message from the MD	03-04			
We are UltraTech	05-06	2.1, 2.2, 2.3, 2.5, 2.6, 2.8, 3.5		2.3 - Please refer our Annual Report for additional information. FY 2014-15 (Page 149, 150) 2.6 - Please refer our Annual Report for additional information. FY 2014-15 (Page 25) 2.7 - We are not restricted by industry sectors or type of customers while providing products and services. Please refer our Annual Report for additional information. FY 2014-15 (Page 38) 2.8 - The total capitalisation for UltraTech is judiciously funded by debt as well as equity. Also please refer our Annual Report for additional information. FY 2014-15 (Page 2, 25, 84 and 85) 2.9 - Please refer our Annual Report for additional information. FY 2014-15 (Chairman's Message to Shareholders) 3.5 - The relevant indicator and technical protocols have been followed for reporting on various indicators and there has been no significant change in the reporting scope or boundary limits over last year except that the safety data for indirect employees (excluding Bangladesh) has been included in this reporting period.
Sustainability Targets & Progress	07-08	1.2		
CSI Dashboard	09-10	1.2, 3.9, EN3, EN14, EN16, EN20, LA7		
Disclosure on Management Approach	11-12		IFC PS7	
Our Approach to Reporting	13	1.2, 2.1, 2.4, 3.1, 3.4, 3.6, 3.7, 3.8, 3.9, 3.13		3.2 - Our previous report was published for the year 2012- 2014 3.3 - Reporting cycle is annual. 3.5 - The report adheres to the reporting principles of completeness as it encompasses all the dimension of scope, boundary, and time. 3.7 - The safety data for indirect employees of Bangladesh has been excluded in this reporting period. 3.9 - Relevant explanations have been provided in the individual section wherever applicable. 3.10 - None 3.11 - None
Stakeholder Engagement	14-18	1.2, 3.5, 4.4, 4.14, 4.15, 4.16, 4.17	NVG - Principle 4	3.5 - This report reflects material issues which have significant economic, environmental and social impacts that can substantially influence the decision of business or our stakeholders. The report covers the sustainability performance of the company and the strategy to be adopted going forward on each aspect. Please refer our sustainability report for the methodology adopted to determine materiality (Page 35 of FY 2012-2014 report) ( <a href="http://www.ultratechcement.com/common/images/downloads/Sustainability_Report_2012-14.pdf">http://www.ultratechcement.com/common/images/downloads/Sustainability_Report_2012-14.pdf</a> )
Financial Performance	19-24	2.8, 3.9, EC1, EC3, EC4, PR9		EC3 - Please refer our Annual Report for additional information. FY 2014-15 (Page 91, 154) EC6 - In 2014-15, 70.72% of goods and supplies were purchased from locally based suppliers. SO6 - We have not provided any financial contribution to any political party, politicians or related institutions by country



Contents	Page	GRI	UNGC/NVGSEE/ IFC PS	Remarks/Additional Information
Corporate Governance	25-30	4.1, 4.2, 4.3, 4.4, 4.5, 4.7, 4.8, 4.9, 4.10, 4.11, 4.13, EC2, S05, S07, S08	UNGC - Principle 10 NVG - Principle 1 Principle 7	4.1, 4.2, 4.3, LA 13 - Please refer our Annual Reports for additional information. FY 2014-15 (Page 9) 4.4 - Please refer our Annual Reports for additional information. FY 2014-15 (Page 15, 16, 17, 18, 19, 20) 4.6, 4.7 - Please refer our Annual Reports for additional information. FY 2013-14 (Page 11 of Notice of Annual General meeting, 12,52) and FY 2014-15 (Page 13 of Notice of Annual General meeting, 13,52) 4.8 - Details of vision and mission can be found at ( <a href="http://sustainability.adityabirla.com/about-us.php">http://sustainability.adityabirla.com/about-us.php</a> ) 4.11 - Our well established systems and policies towards maintaining the highest standards of Environment norms adopt precautionary approach to anticipate and minimise environmental impacts. This is facilitated through development of products which have lesser environmental impact and adopting industry best practices to reduce environment impact of our manufacturing operations. 4.12- We subscribe to the United Nations Global Compact and Cement Sustainability Initiative. S02 - 100% of our units have been analysed for risks related to corruption S03 - All employees of UltraTech and its subsidiaries have to follow the Code of Conduct. Employees are made aware of the ABG values through online or classroom training. We have also laid down processes in case there any violation of our values. S04 - There were no incidents of corruption reported in the reporting period
Product Responsibility	31-38	4.16, EN6, EN26, PR1, PR5	NVG - Principle 2 Principle 9 IFC PS3	PR2 - None PR3, PR4, PR7 - Please refer our Annual Report for additional information. FY 2014-15 (Page 46) PR5 - Please refer our Annual Report for additional information. FY 2014-15 (Page 46) PR6 - We adhere to all laws related to marketing, communications and advertising. In India, we abide by the standards defined by Advertising Standards Council of India. PR7 - None PR8 - No such incidents
Environment Performance	39-56	3.9, EN1, EN2, EN3, EN4, EN5, EN7, EN8, EN10, EN12, EN13, EN14, EN16, EN17, EN18, EN19, EN20, EN21, EN22, EN24, EN26, EN29, EN30	UNGC - Principle 7 Principle 8 Principle 9 NVG - Principle 2 Principle 6 IFC PS1, PS3, PS6, PS8	EN9 - We are actively involved in developing our mine pits into rainwater harvesting system and are also recycling water for further use. Hence no water sources are significantly affected by our withdrawals. EN11 - Two of our sites that is Gujarat Cement Works (Mine area of 0.98 km <sup>2</sup> fall under CRZ) and Jafrabad Cement Works (Mine area of 2.53 km <sup>2</sup> fall under CRZ and 1.77 km <sup>2</sup> fall under forest land while mine area of 0.53 km <sup>2</sup> fall under both categories) in Gujarat fall under the protected area category. EN15 - Based on the survey conducted in December 2009, April and September 2010, none of the habitats of flora and fauna enlisted in IUCN Red List of Botanical Survey of India (BSI) and Zoological Survey of India (ZSI) are affected by the operational activities of plants. We have proactively suspended all operations in protected areas. EN23 - There were no spills in the reporting period. EN25 - All our units are zero discharge sites. EN27 - No packaging material has been reclaimed during the reporting period. EN28 - No cases of non-compliance with environmental regulations have been reported
People Performance	57-68	2.8, 3.9, 4.16, EC7, LA1, LA2, LA4, LA10,	UNGC - Principle 1 Principle 2 Principle 3 Principle 4	EC5 - We abide by all national regulations of wage payment and pay equal to or above minimum wage requirements at all plants. The entry level wage for males and females is equal.

Contents	Page	GRI	UNGC/NVGSEE/ IFC PS	Remarks/Additional Information
		LA11, LA12, LA13, HR4, HR5	Principle 5 Principle 6 NVG - Principle 3 Principle 5 IFC PS2, PS7	EC7 - We follow Human Resource (HR) policies laid out at the executive level by the Corporate HR of the Aditya Birla Group. 97% of our senior management have been hired locally LA2 - Number of new joiners for FY 2014-15 is 1,977 LA3 - Please refer our Annual Report for additional information. FY 2014-15 (Page 91, 154) LA14 - At UltraTech, we follow equal remuneration for men and women LA15 - For 2014-15, 14 females availed maternity leave out of which 12 returned to work and 9 were still employed twelve months after their return to work. In 2014-15 one employee availed the child adoption leave. LA5 - There is no documented policy on this, however such changes are informed to employees through management circulars LA6 - As per the Factories Act, 50% of total workforce is represented in formal joint management worker health and safety committee LA7 - Type of occupational disease and the high risk areas for occupational disease have been identified and the workers working in these areas are checked periodically for any incidence of occupational disease. LA9 - Health and Safety topics are covered in formal agreements with trade unions HR1 - We follow all applicable laws on the matter and all the agreements have undergone human rights screening HR2 - Our vendor registration form contains clauses of human rights hence all are contractors have undergone human rights screening HR3 - Trainings are imparted on the subject through various training programmes, but the total hours on this account are not captured explicitly HR4 - Please refer our Annual Report for additional information. FY 2014-15 (Page 43) HR6 - Most of our plants are SA 8000 certified. No such operations have been identified in the reporting period that have significant risk for incidents of child labor. Please refer our Annual Report for additional information. FY 2014-15 (Page 43) HR7 - We abide with all the applicable laws related to human rights and workers' rights. No such operations have been identified in the reporting period that have significant risk for incidents of forced labor HR8 - Our security personnel have been trained to maintain strict vigil on underage workers entering the premises. HR9 - We do not operate t sites where rights of indigenous people may be violated. HR10 - 9 of our units are SA 8000 certified (7 integrated plants and 2 grinding units) while we have plan to include more plants under this standard. HR11 - There were no grievances related to human rights filed in the reporting period
Social Responsibility	69-80	EC8, EC9, S01	NVG - Principle 8 IFC PS4, PS5	S09, S010 - During our community engagement programmes and assessments, we have not come across any significant negative impacts on the community due to our presence in the area. Hence no mitigation measure have been implemented
Awards & Recognitions	80	2.10		
Assurance Statement	82-83			
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# Glossary

<b>AAC</b>	Autoclaved Aerated Concrete
<b>ABPS</b>	Aditya Birla Public School
<b>ACC</b>	Air Cooled Condenser
<b>ACI</b>	Arabian Cement Industry LLC
<b>AFR</b>	Alternative Fuels & Raw Materials
<b>AGM</b>	Annual General Meeting
<b>APP</b>	Asia Pacific Partnership on Clean Development and Climate Change
<b>ASSOCHAM</b>	Associated Chambers of Commerce and Industry in India
<b>BAIF</b>	Bharatiya Agro Industries Foundation
<b>BDA</b>	Bangalore Development Authority
<b>BEE</b>	Bureau of Energy Efficiency
<b>BIS</b>	Bureau of Indian Standards
<b>BITS</b>	Birla Institute of Technology and Science
<b>BMIC</b>	Bangalore Mysore Infrastructure Corridor
<b>CAPEXIL</b>	Chemicals and Allied Products Export Promotion Council
<b>CASP</b>	Cement Advanced Simulation Platform
<b>CCI</b>	Competition Commission of India
<b>CDLI</b>	Climate Disclosure Leadership Index
<b>CDM</b>	Clean Development Mechanism
<b>CDP</b>	Carbon Disclosure Project
<b>CFO</b>	Chief Financial Officer
<b>CIDC</b>	Construction Industry Development Council
<b>CII</b>	Confederation of Indian Industry
<b>CMA</b>	Cement Manufacturers Association
<b>CMO</b>	Chief Manufacturing Officer
<b>CSI</b>	Cement Sustainability Initiative
<b>CSR</b>	Corporate Social Responsibility
<b>DAC</b>	Development Assessment Centre
<b>DEP</b>	Dealer Empowerment Programme
<b>DI/LR</b>	Dispatch Instructions/Lorry Receipt
<b>EAIS</b>	Employee Actions to Improve Safety
<b>EN Standards</b>	European Standards
<b>FI</b>	Financial Institutions
<b>FICCI</b>	Federation of Indian Chambers of Commerce and Industry
<b>FIMI</b>	Federation of Indian Mineral Industries
<b>FY</b>	Financial Year
<b>GHG</b>	Greenhouse Gas
<b>GJ</b>	Gigajoule
<b>GRI</b>	Global Reporting Initiative
<b>HSE</b>	Health, Safety and Environment
<b>IEA</b>	International Energy Agency
<b>IGBC</b>	Indian Green Building Council
<b>IHB</b>	Individual House Builders
<b>IMEA</b>	International Manufacturing Excellence Award
<b>INR</b>	Indian National Rupee
<b>IOL</b>	Intraocular Lens
<b>ISO</b>	International Standards Organization

<b>KG</b>	Kilogram
<b>KGBA</b>	Kasturba Gandhi Balika Vidyalaya
<b>KPI</b>	Key Performance Indicator
<b>KVIC</b>	Khadi and Village Industries Commission
<b>kWh</b>	Kilowatt-hour
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LTI</b>	Lost Time Injuries
<b>LTIFR</b>	Loss Time Injury Frequency Rate
<b>MJ</b>	Megajoule
<b>MMTPA</b>	Million Metric Tonne Per Annum
<b>MT</b>	Metric Tonne
<b>MTPA</b>	Metric Tonne Per Annum
<b>MW</b>	Megawatt
<b>NGO</b>	Non-governmental Organization
<b>NPS</b>	Net Promoter System
<b>NSE</b>	National Stock Exchange
<b>NVG-SEE</b>	National Voluntary Guidelines on Social, Environmental and Economic responsibilities of business
<b>ODS</b>	Ozone Depleting Substance
<b>OHS</b>	Organisational Health Survey
<b>OHSAS</b>	Occupational Health and Safety Assessment Series
<b>OPC</b>	Ordinary Portland Cement
<b>OTJS</b>	Off The Job Safety
<b>PJ</b>	Petajoule
<b>PP</b>	Polypropylene
<b>PPE</b>	Personal Protective Equipment
<b>PPP</b>	Private Public Partnership
<b>PTY</b>	Proprietary Company (South Africa)
<b>R&amp;D</b>	Research & Development
<b>RGRHCL</b>	Rajiv Gandhi Rural Housing Corporation Ltd.
<b>RMC</b>	Ready Mix Concrete
<b>RMD</b>	Rapid Monolithic Disaster Proof
<b>SBI-RSETI</b>	State Bank of India-Rural Self Employment Training Institute
<b>SHE</b>	Safety, Health and Environment
<b>SHG</b>	Self-Help Group
<b>SOP</b>	Standard Operating Procedure
<b>SPM</b>	Suspended Particulate Matter
<b>SPS</b>	Safety Perception Survey
<b>SRI</b>	System Rice Intensification
<b>TERI</b>	The Energy And Resource Institute
<b>TJ</b>	Terajoule
<b>UBS</b>	UltraTech Building Solutions
<b>UNGC</b>	United Nations Global Compact
<b>USD</b>	United States Dollar
<b>UTCL</b>	UltraTech Cement Ltd.
<b>WBCSD</b>	World Business Council for Sustainable Development
<b>WHR</b>	Waste Heat Recovery





Registered Office

**UltraTech Cement Limited**

B Wing, Second Floor, Ahura Centre, Mahakali Caves Road, Andheri (E),  
Mumbai, Maharashtra. India.



+91 22 669 17800



+91 22 669 28109



[www.ultratechcement.com](http://www.ultratechcement.com)